

# AGENDA SUPPLEMENT (1)

---

**Meeting:** Overview and Scrutiny Management Committee  
**Place:** The Kennet Room - County Hall, Trowbridge BA14 8JN  
**Date:** Tuesday 20 March 2018  
**Time:** 10.30 am

---

The Agenda for the above meeting was published on **12 March 2018**. Additional documents are now available and are attached to this Agenda Supplement.

Please direct any enquiries on this Agenda to Kieran Elliott, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line (01225) 718504 or email [kieran.elliott@wiltshire.gov.uk](mailto:kieran.elliott@wiltshire.gov.uk)

Press enquiries to Communications on direct lines (01225)713114/713115.

This Agenda and all the documents referred to within it are available on the Council's website at [www.wiltshire.gov.uk](http://www.wiltshire.gov.uk)

---

6 **Corporate Peer Challenge (Pages 3 - 34)**

8 **Final Report of the Planning Committee System Task Group (Pages 35 - 84)**

DATE OF PUBLICATION: 15 March 2018
------------------------------------

This page is intentionally left blank

**Wiltshire Council**

**Overview Scrutiny Management Committee**

**20 March 2018**

---

**Subject: Corporate Peer Challenge**

---

## **Purpose of Report**

1. To provide the feedback report received from the Local Government Association following the Corporate Peer Challenge that took place in November 2017; and the draft action plan which has been developed to reflect the feedback and recommendations made.

## **Background**

2. Corporate Peer Challenges (CPC's) are a form of sector-led improvement arranged by the Local Government Association. They are improvement focused and tailored to meet individual councils' needs, designed to complement and add value to a council's own performance and improvement. They are not inspections and do not provide a detailed diagnosis or scored assessment.
3. All CPC's cover five core components: Understanding of the local place and priority setting; Leadership of Place; Organisations leadership and governance; Financial Planning and viability and Organisational Capacity to deliver.
4. In addition, Wiltshire Council asked the Peer team to consider/review/provide feedback and reassurance to the council in respect of the plans it has in place to:
  - Enable greater digital access to all services
  - Focus more on commercialisation of its services (maximising every opportunity to generate income and operate in a more business like way).
  - Continue to involve communities and encourage them to do even more for themselves
  - Transform adult social care
  - Increase the supply of and access to affordable housing
5. The Peer team prepared for the corporate peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent 4 days onsite at Wiltshire Council between the 6 – 9 November 2017, during which they:
  - Spoke to more than 130 people including a range of council staff together with councillors and external partners and stakeholders.

- Gathered information and views from more than 40 meetings, visits to key sites in the area and additional research and reading.
- Collectively spent more than 260 hours to determine their findings – the equivalent of one person spending more than 7 weeks in Wiltshire.

### **Main Considerations for the Council**

6. The Peer team publish their report as a letter to the Leader of the council, Cllr Jane Scott (appendix 1).
7. The Peer Team noted that:
  - The council has strong and accessible political leadership which sets a clear direction for the council and the place.
  - Stakeholders are clear what the council stands for, how it goes about its business and what its plans are.
  - The council has launched its new Business Plan which sets out an ambitious agenda for the next ten years and there remains a resolute focus on ‘strong communities’ complimentary priorities which reinforce this and a refreshed approach highlighting the key enablers to deliver them.
  - The council benefits from a committed workforce. All staff that the Peer team met told them that Wiltshire Council is a great place to work; that they feel valued, are developed to undertake their roles and feel supported to progress their careers.
  - There is evidence of a very impressive approach to staff engagement, clearly owned throughout the organisation from front line staff to senior leaders.
  - The Council has a strong record in terms of financial management.
  - There has been a very good recovery in Children’s services since a disappointing Ofsted inspection in 2012
8. There are a range of suggestions and observations within the main section of the report that will inform some ‘quick wins’ and practical actions. The following are the Peer team’s key recommendations to the Council:
  - To enable the most effective delivery of the Council’s Business Plan it should seek to clarify and quantify its key priorities. In such a way a sharper focus can be brought to organisational delivery and resource allocation which underpin this.
  - In respect of the key areas of commercialism and ‘digital’ the council should build a shared understanding of the opportunities, investment required and skill needed in these areas so that it is more able to achieve successful outcomes.

- Revisit the current intent and application of the Area Boards - so that into the future the council's ambitions in terms of leadership of place can be further realised
- More closely align financial and budget planning to organisational priorities and underpin this with a more robust planning and performance management regime. This will enable better linking of business and financial planning and further supporting a culture of openness and accountability
- Apply the same approach and commitment to the Adults Services Transformation plans as was afforded to the council's previous children services recovery plan – so that it is organisationally owned and more likely to be delivered as a consequence
- In order to increase the delivery of housing numbers across Wiltshire, the council may wish to consider developing its plans in respect of a smaller number of strategic sites. This may strengthen its ability to secure the appropriate infrastructure and enable it to more effectively deliver its housing plan aspirations
- Ensure that both the council and CLT themselves invest sufficient time in focussing on their development as a team. They have a pivotal leadership role and such investment will help them realise their ambition to provide strong, collegiate corporate leadership on behalf of Wiltshire Council into the future.

9. The council's proposed method of addressing the recommendations is outlined in the draft peer challenge action plan (appendix 2)

### **Safeguarding Implications**

10. None in the context of this report, any specific issues will be considered in the context of individual actions

### **Public Health Implications**

11. None in the context of this report, any specific issues will be considered in the context of individual actions.

### **Procurement Implications**

12. None in the context of this report, any specific issues will be considered in the context of individual actions

### **Equalities Impact of the Proposal**

13. None in the context of this report, any specific issues will be considered in the context of individual actions

## **Environmental and Climate Change Considerations**

14. None in the context of this report, any specific issues will be considered in the context of individual actions

## **Risk Assessment**

15. None in the context of this report, any specific issues will be considered in the context of individual actions

## **Financial Implications**

16. None in the context of this report, any specific issues will be considered in the context of individual actions

## **Legal Implications**

17. None in the context of this report, any specific issues will be considered in the context of individual actions

## **Conclusions**

18. The feedback report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit 6<sup>th</sup>-9<sup>th</sup> November 2017. In presenting feedback, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time.

19. Reflecting on the findings and suggestions, a draft action plan has been developed as a suggested approach to take things forward

<b>Dr Carlton Brand Herbert Corporate Director Director</b>	<b>Alistair Cunningham  Corporate Director</b>	<b>Terence  Corporate</b>
---	--	-----------------------------------

**Robin Townsend (Director - Corporate Services and Digital)**

## **Appendices**

Appendix 1: Corporate Peer Challenge feedback letter

Appendix 2: Draft Peer Challenge action plan

**Background Papers: None**

# Corporate Peer Challenge **Wiltshire Council**

6 – 9 November 2017

Feedback Report

CONFIDENTIAL

## 1. Executive Summary

Wiltshire Council (WC) has strong, visible and accessible political leadership which sets a clear direction for the council and the place. The council leader is at the core of this but it is equally evident throughout her very impressive cabinet colleagues. This means stakeholders are clear what the council stands for, how it goes about its business and what its plans are.

The council has just launched its new Business Plan which sets out an ambitious agenda for the next 10 years. There remains a resolute focus on 'strong communities', complimentary priorities which reinforce this and a refreshed approach highlighting the key enablers to deliver them, including transforming adult social care and being more commercial. The Business Plan is very new, so now is the ideal time to draw out those key priorities and enablers, clarifying and quantifying them so that in turn a sharper focus can be brought to organisational delivery and resource allocation which should underpin this.

The council benefits from a committed workforce. All the staff we met with told us that WC is a great place to work. They also told us they feel valued, are developed to undertake their roles and feel supported to progress their careers. There was evidence of a very impressive approach to staff engagement, which was clearly owned throughout the organisation from front-line staff to senior leaders.

Such characteristics as those described above will help ensure Wiltshire Council remains a progressive and well regarded council, but it will need to enhance that capacity further as it strives to deliver its Business Plan and develop those key organisational enablers, notably its commercial and digital capability. The council has a strong base but there is more work to do to build a shared understanding of the opportunities, investment required and skill needed in these areas and others, as this will be key in enabling it to achieve successful outcomes.

As one stakeholder told us 'strong communities is in our DNA' and the council has a track record and infrastructure to deliver this - campuses, community hubs and Area Board structures evidencing how it seeks to achieve its purpose. There is an opportunity now to think again about the current and potential intent of the Community Area Boards, build on this agenda further and be bolder about their intent so that the council's ambitions in terms of leadership of place can be further realised. In the same vein, the council is on a journey of transferring some operational services and assets to towns and parishes and we encourage them to provide more clarity in terms of the "what" will be transferred and 'why' so, and as with Area Boards be clear and proactive in how it progresses this agenda.

The council has a solid track record in terms of financial management. Since 2010 it has delivered over £120m of savings and has managed to both rationalise its office buildings and invest in its estate, through campus and community hubs - all the time focusing it steadfastly on the 'strong communities' vision. It has also made savings through a range of ways including flexible and smart working practices. However, there are growing pressures in key demand areas such as adults and children's, there has been in year budget overspends in some services and the council has a relatively low level of reserves. As such, given the advent of the new Business Plan, now is timely for the council to more



closely align financial and budget planning to organisational priorities. Underpinning all of this it will be important that it adopts a more robust planning and performance management regime, linking that to business and financial planning and supporting a culture of openness and accountability. In the view of the peer team such clarity and alignment is somewhat underdeveloped.

Following a disappointing Ofsted inspection in 2012 it is clear 5 years on that there has been a very good recovery in Children's services. That recovery has successfully leveraged the wider resources and commitment from across the council and in the view of the peer team there is clear and collective ownership right across the piece. That same focus now needs to be replicated in adult social care, where the council is now directing significant efforts and resources to transform those services with a view to further improve outcomes, capacity and leadership. We are pleased to report there is a realistic recovery plan in place and leading councillors and officers are owning this. This is important as the current state of the service poses potential risks to the council in terms of service delivery and financial stability. For the future the council has plans to further integrate adult social care and health including the appointment of a joint Corporate Director for Adult Care and Health, with the CCG. Such intentions are very credible but for now our core advice at this juncture is to approach any such integration carefully, doing so from a position of strength and clear priorities set across the two agencies.

Although the leadership of the council is clear about the need for increased housing numbers across Wiltshire, we picked up that issues at the local level are sometimes slowing and frustrating progress. In the view of the Peer Team the council may wish to think about developing its thinking further around a smaller number of strategic sites which could strengthen its ability to secure the appropriate infrastructure and enable it to more effectively deliver its housing plan aspirations.

Finally, the council is looking to build its capacity at a senior officer level and at the time of our visit was appointing to some key posts. As part of this there is a new Corporate Leadership Team (CLT) being established. This is very encouraging and our advice is to ensure that both the council and CLT themselves invest sufficient time in focussing on their development as a team. They have a pivotal leadership role into the future and it will be important to learn the lessons of the past in terms of building an effective leadership team and help them think through collectively how they will provide strong, collegiate corporate leadership on behalf of Wiltshire Council into the future.

## **2. Key recommendations**

There are a range of suggestions and observations within the main section of the report that will inform some 'quick wins' and practical actions, in addition to the conversations onsite, many of which provided ideas and examples of practice from other organisations. The following are the peer team's key recommendations to the Council:

1. To enable the most effective delivery of the Council's Business Plan it should seek to clarify and quantify its key priorities. In such a way a sharper focus can be brought to organisational delivery and resource allocation which underpin this.

2. In respect of the key areas of commercialism and 'digital' the council should build a shared understanding of the opportunities, investment required and skill needed in these areas so that it is more able to achieve successful outcomes.
3. Revisit the current intent and application of the Area Boards - so that into the future the council's ambitions in terms of leadership of place can be further realised
4. More closely align financial and budget planning to organisational priorities and underpin this with a more robust planning and performance management regime. This will enable better linking of business and financial planning and further supporting a culture of openness and accountability
5. Apply the same approach and commitment to the Adults Services Transformation plans as was afforded to the council's previous children services recovery plan – so that it is organisationally owned and more likely to be delivered as a consequence
6. In order to increase the delivery of housing numbers across Wiltshire, the council may wish to consider developing its plans in respect of a smaller number of strategic sites. This may strengthen its ability to secure the appropriate infrastructure and enable it to more effectively deliver its housing plan aspirations
7. Ensure that both the council and CLT themselves invest sufficient time in focussing on their development as a team. They have a pivotal leadership role and such investment will help them realise their ambition provide strong, collegiate corporate leadership on behalf of Wiltshire Council into the future.

### **3. Summary of the Peer Challenge approach**

#### **The peer team**

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Wiltshire Council were:

- Cllr Sean Anstee, Leader - Trafford Council
- Cllr Sue Baxter, Chairman – National Association of Local Councils
- Gavin Jones, Chief Executive - Essex County Council
- Joy Hollister, Strategic Director of Adult Care - Derbyshire County Council
- Dave Roberts, Head of Traded Services Strategy - Warrington Borough Council
- Paul Masters, Strategic Director Neighbourhoods - Cornwall Council
- Mark Golledge, Programme Manager, Digital Health and Care - LGA
- Paul Clarke, LGA Challenge Manager

#### **Scope and focus**

The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges cover. These are the areas we believe are critical to councils' performance and improvement:

1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
2. Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
3. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
4. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
5. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

In addition to these questions, you asked the peer team to consider/review/provide feedback and reassurance to the council in respect of the plans it has in place to:

- Enable greater digital access to all services
- Focus more on commercialisation of its services (maximising every opportunity to generate income and operate in a more business like way).
- Continue to involve communities and encourage them to do even more for themselves
- Transform adult social care
- Increase the supply of and access to affordable housing

The feedback for these areas as well as the core components has been incorporated into this report

### **The peer challenge process**

It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The current LGA sector-led improvement support offer includes an expectation that all councils will have a Corporate Peer Challenge every 4 to 5 years. Wiltshire Council had a Corporate Peer Challenge in 2012. Where relevant to do so, findings from that previous peer challenge have been referenced in this report.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent 4 days onsite at Wiltshire Council, during which they:

- Spoke to more than 130 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 40 meetings, visits to key sites in the area and additional research and reading.
- Collectively spent more than 260 hours to determine their findings – the equivalent of one person spending more than 7 weeks in Wiltshire.

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit 6<sup>th</sup>-9<sup>th</sup> November 2017. In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.

## 4. Feedback

### 4.1 Understanding of the local place and priority setting

Wiltshire Council (WC) used the opportunity of becoming a unitary council in 2009 to establish a strong and steadfast focus on establishing a modern council and delivering better outcomes for its communities. The creation of one council offered significant opportunities to rationalise assets, including the programme to reduce from 98 offices into 3 main administrative hubs, creating significant savings and headroom to invest in its community infrastructure plans and ambitions.

The council has a well-established and respected community area model with 18 Area Boards which reinforces their 'strong communities' mantra. Led by Wiltshire councillors, but managed in partnership with the local key public services partners they are active forums which meet 8 weekly and focus on tackling local issues and delivering local solutions.

Each community area is furnished with a subset of the joint strategic needs assessment providing a detailed evidence base on which each area consults and sets local priorities. This then helps focus activity on those things that matter most to local communities based on robust facts.

Areas are further empowered with some local decision making processes on behalf of council in place and with access to devolved budgets for a number of activities, for example minor highways works, the spend of which is prioritised by local communities.

It was the team's view that this sound basis of an area model could be used to influence still further activities to support 'place based' delivery of services so that co-ordination of activities between communities, parishes and towns across a larger geographical footprint can be exploited to the full. This could be done by further exploration of larger devolution packages that would require the input and coordination of parish and town councils, particularly where devolved services serve greater geographical areas.

The peer team thought that further consideration should be given to the project management of the devolution agenda being tightened up with clearer community reporting and the capturing of financial and community benefits. This will ensure that the council is clearly monitoring the delivery of the budget saving identified in the forward plan.

The council's new business plan has a 10 year horizon. This is a very positive approach which lays out a vision and aspirations for the next decade structured around Wiltshire, its communities and how the council will influence these through its four key priorities, notably: Strong communities, Growing the economy, Protecting the vulnerable and an Innovative and effective Council. That Business Plan is new and the council should use this opportunity to be more specific about translating these priorities into tangible outcomes with plans, actions and resource allocations assigned so the Business Plan is brought to life and can be delivered.

The council is well aware of the opportunities for growth and its economic corridors are well understood and drive its focus. Its central location, proximity to major economic centres, military presence and partnership, rapidly growing population and strength of a skilled workforce are all areas where the council is investing in to make its contribution count. That growth and ambition to drive the economy needs to be matched with housing growth and infrastructure. The Peer Team felt that there was some evidence of what we called a 'disconnect' between senior political understanding for need of new housing and a resistance felt at more local level in terms of growth and especially housing. This disconnect will need to be addressed if the growth and especially housing aspirations are to be met and this is explored further in the section below.

#### **4.2 Leadership of Place (including delivering housing and involving communities)**

The political leadership at Wiltshire Council is palpable. The Leader, her Cabinet and indeed other members we met with are highly visible and accessible to public, partners and staff. We witnessed at first hand the openness, transparency and importance of public engagement at the cabinet meeting we attended. We also saw at first hand a strong sense of ambition and passion for the residents of Wiltshire. We know the Leader and her cabinet are front and centre in promoting Wiltshire regionally and on a national stage but just as importantly they are equally visible locally and recognise the need to be accountable to their residents.

As well as the Area Boards we saw proactive engagement between the council and its towns and parishes including a renewed focus on parish councils being invited to negotiate packages to transfer assets and devolve services in order to localise but importantly sustain services. Indeed across the partnership spectrum we could point to several examples of strong leadership of place, e.g. the military rebasing specifically but generally the strength and trust within that relationship was very evident and the attention to the needs of the military and their families was second to none. Likewise, the application of the One Public Estate Programme in Wiltshire and the gains achieved and anticipated from that, we were told make Wiltshire the 'go to exemplar site' for effective partnership and implementation. A challenge for the council in terms of the breadth of its partnership domain would be to reflect on its leadership role and influence and consider how in other areas, for example the community safety partnership and how it could leverage further the capabilities of existing partners to achieve better their collective ambitions. This is particularly true of the engagement of blue light services at a community level and their method of engagement. The peer team considered that a thematic approach may well improve engagement with communities rather than standing agenda items for multiple partners.

On the back of a disappointing Ofsted inspection in 2012, Wiltshire Council established a focussed and effective council wide response to turning around its children's services. It has a strong story of improvement to tell. In turn, the council is very aware of some of the underlying weaknesses in the performance and management of its adult social care arrangements. We would advise that it reflects on the lessons, approaches and successes from children's and apply these with vigour so that the same outcomes can

be gained for its adult services recovery plan-this is explored in more detail later in the report.

We have pointed to a vibrant and talented Cabinet. They, 'working hand in glove' alongside the newly formed officer Corporate Leadership Team will provide an important and pivotal leadership focus. The advice from the peer team is to invest time at this important stage to work together on tackling potentially complex issues in the Business Plan that require collective council ownership and ensure there is a diarised forward plan to identify and progress these issues together.

## **Delivering Housing - Supply and Access**

In summarising our findings and observations in respect of this area it is important to identify the strong foundations that exists -there is a Core Strategy in place (adopted 2015 and 42,000 houses to be built between 2006-2026) and a review of the Local Plan has also commenced. As such the strategic framework, clarity in respect of delivery and review of plans are all in place.

Crucially, the council has a five year land supply which makes the area far less vulnerable in respect of speculative development. Overall, both housing delivery and affordable housing delivery appears to be broadly in line with that plan, for example since 2006 the council has delivered approximately 6,000 affordable houses (29% of total housing against an overall plan target of 30%). Furthermore, in line with our earlier comments in terms of effective partnerships, it is clear that there is a strong, productive and sustainable partnership with the HCA (Homes England). In respect of this, at the time of our visit there was a major infrastructure bid awaiting decision - the ambition of which is aimed at unlocking and accelerating planned and sustainable development-so again clear evidence of real strength and purpose.

More frequently nowadays councils are taking an active role in the housing market, many being bold and assertive in terms of developing housing companies and taking on house building. Wiltshire Council, from a position of strength, would be wise to review its assets and capabilities in terms of how it should intervene in housing delivery (the council does have a small house building programme already-158 new homes built through use of council resources). As such it has some experience, but there are many fore-runners in this area in terms of significant progress other councils have made and as such it is an ideal time to look elsewhere, see and assess what others have done and with the benefit of their learning decide what is in the best interests of the council and its residents. The LGA can provide additional support and signposting in respect of this if required.

We made reference in the executive summary to local issues holding back the council's plans for sustainable development and growth. As such we would encourage the council to develop further its thinking around a smaller number of more strategic sites to focus its time and attention so that ambitions are met. We believe this approach will in turn bring with it the ability to secure appropriate infrastructure to meet the required housing demand.

Finally, in line with other observations in respect of delivering priorities from the councils new Business Plan, we recommend the council consider the real opportunity that targeted and sustainable housing growth can support in terms of its other priorities and demand pressures. For example, a full housing needs assessment for older adults, younger adults and children with complex needs, translating this then into a plan covering accessible homes, sheltered housing and extra care for example, so that it is proactively intervening to deliver better outcomes in these areas.

## **Involving Communities**

The council's vision and priorities right from the outset has been focussed on strong communities. That strategic intent is constantly reinforced through the leadership of Wiltshire Council and they are rightly proud of what they have achieved to date.

The council is now steadfastly progressing the opportunities that early intervention, investment in the fabric of communities and prevention can create. In short, it stems demand on overstretched services and builds more resilient communities into the future. This mantra of strong communities is lived out through many community activities and programmes which the council sponsors, for example: 'men's sheds', luncheon clubs, 'knit and natter groups' etc. These and many more besides provide sound local solutions. Our challenge is for the council to expand its thinking, capability and targets in respect of these approaches and then plan for how it could extend these to reach a larger cohort of people and communities to achieve more coverage and greater impact.

The Area Boards are a very tangible means through which the council shows its commitment to engaging with local communities. The focus on these boards is rightly prominent with the political leadership of the council and they are a very important aspect of Wiltshire Council's presence across the county. From this well established and respected baseline we would now encourage the council to build on this agenda further and to be bolder about its intent to engage and empower local communities to take even more control and influence of things that matter to them, and to further enhance the role of divisional members as leaders of place. The local plan and future development may well benefit from the use of area boards as champions of local delivery.

The council is committed to transferring some operational services and assets down to towns and parishes as it has a strategic view that such services can be provided more efficiently, effectively and sustainably at such a level. The council is actively engaging its towns and parishes to pursue this agenda and indeed there was scheduled to be a county wide Town and Parish Council Conference facilitated by WC shortly after our peer challenge. We encourage the council to work with its Towns and Parishes and provide more clarity in terms of the "what" is to be devolved and there is a real window of opportunity now to be bolder in terms of its intent, to ensure not only that parish and town councils are true partners in enhancing services for their local communities but that the delivery of the budget saving highlighted in the council's forward plan is delivered.



The council raised a specific frustration with the Peer Team in respect of the time it takes to secure asset transfers and movement of some operational responsibilities to town and parish councils. In essence this is not happening with the pace or coverage it would wish for and we recommend that the council pulls together a 'start and finish task force' to identify the issues and establish a plan to unblock them.

### **4.3 Organisational leadership and governance**

A constant theme of this report is the strong political leadership which gives clarity of direction and is publically visible. In the view of the Peer Team to lever the best from it for the future it needs to work, in a 'business like' way, in harness with the new CLT to set the collective leadership tone for the council. Our challenge to the council is to do this well, so that the need to set in train recovery plans, as has been in place for children's and which is now in place for adults, are mitigated against. This means that new CLT specifically must take the opportunity to establish collaborative and collegiate managerial leadership, be given the space to allow it to lead the officer group of the council and provide an effective foil, including challenge to the political leadership. Indeed we left the council with some suggestions in respect of the characteristics of being 'business like' and proposals to promote a successful CLT, which we have highlighted at Appendix 1 and 2 respectively.

Overall we saw harmonious and productive member and officer relationships throughout the council and some great examples of where this partnership of trust and challenge is alive and well, especially between cabinet members and their respective corporate director-but in truth these were reflective of several strong senior leadership partnerships.

As well as developing the CLT team, the council is looking to build capacity across its whole senior officer structure. To reflect its new Business Planning priorities it has both increased and realigned its tier 2 structure, increasing capacity with 15 new director roles reporting to the Corporate Directors. Again, as with CLT, this group will also require focus and development through change and there are some existing vacancies in that new structure. These will need to be filled in the medium term with new but appropriately skilled and experienced staff to enable that cohort of leaders to achieve their maximum potential.

We were pleased to hear about then see at first hand that the core value and behaviours of Wiltshire Council are well embedded across the council; furthermore staff engagement is first class. The EPIC values and approach (empowering people innovation and collaboration) is very much owned and lived out through the organisation, with systems and processes underpinning them, such as the council's GROW system, which provides a digital platform for both learning & development and performance management and has been developed further to make that engagement real, meaningful and focussed steadfastly on helping to achieve the council's objectives.

In contrast we had some doubts about the current effectiveness of all of the council's commissioning, procurement and contract management arrangements, although we didn't have the opportunity to review this area in detail it was evident in the slippage in the capital programme. We advise the council to commission a discrete and detailed

piece of work to review this as in terms of outcomes, performance and efficiencies we believe there is headroom to exploit.

#### **4.4 Financial planning and viability including commercialisation**

The council has created a relatively strong financial position. This has been achieved through good financial management and a focus on efficiencies. Indeed since 2010 it has made in excess of £120m of savings and as such has an established track record in this respect. Furthermore, it has a strong base of core revenue, including council tax base, good growth projections and from the financial year 2018/19 will be free from Governments Revenue Support Grant.

There are challenges of course, and as with all councils there are further efficiencies that will need to be made. Indeed the council estimates it will be required to make savings in the region of £45m over the next 3-4 years. Significant elements of its emerging approach are based upon the implementation of its digital and commercial plans. Therefore it will be important that more detailed work is done to substantiate and provide confidence around deliverability in respect of these. As we shall see later in this report such plans are relatively new.

The council is well aware of its relatively low level of reserves. Given the existence of current demand pressures in front line services areas, for example adult social care, it will be important to keep a strong focus on this. It should plan accordingly to ensure it does not further restrict the council's ability to manage in year budget overspends as this will have a negative impact on its medium term financial planning.

Along with comments already made and given the financial challenges referred to we feel it will be important for the council to adopt a stronger planning and performance management regime; one that more explicitly links business, risk, financial planning, and major programmes into one coherent whole and establish a clear and coherent "Golden Thread" throughout. The council is well aware of the need to focus its attention on this and as it does so it will be moving from what we felt to be "budget based priorities" to "priority based budgeting" which can be linked more clearly to strategic objectives and specific priorities and outcomes.

#### **Commercialisation**

The council asked us to provide external challenge to how it might better focus its approach to commercialisation and maximising opportunities to generate income and operate in a more 'business like' way.

First and foremost we saw both ambition and appetite (consensus politically and at officer level) that commercialism should become a key driver for change and improvement; it is identified as a key enabler to help achieve the priority of being an Innovative and Effective Council in the new Business Plan. The success of the council's own office rationalisation and the resounding success to date of the One Public Estate Programme across Wiltshire shows that the council can through effective partnerships achieve considerable leverage from a better use of its own and others assets.

When we gave feedback on the final day of the peer challenge we produced a bulleted list of what we coined as the characteristics of being 'business like' (appendix 1). First and foremost the council is at an early stage in developing a commercial strategy and it was in draft at the time of our visit. As such the potential to underpin that strategy with a *clear sense of purpose that captures the imagination and stretches the organisation* seemed a key component that will be required in its development and subsequent adoption.

A further characteristic of being business like is *having financial literacy and using resources effectively*. In this area we felt the council could make relatively easy strides forward. For example, we felt that officers didn't always understand the true costs of providing all services or how financial models might be used to effectively support business case development and we believe the council would be wise to develop its plans in this area.

Another example of how the council may become more commercial or business like lies within the approach to fees and charges. We recognised that a recent review was carried out across the council, however it wasn't always clear about the benefits that could be accrued by reviewing its fees and charging policy and maintaining the discipline of doing this on an annual basis – this seemed a potential quick win that could very easily create momentum and appetite to progress this agenda further.

The council has a good base to build upon but the financial imperative to make savings in the order of £45m over the next 3-4 years is rightly creating the impetus and thrust to further stretch its strategies and plans. This means in these next 3-4 years it must become more commercial and inject the pace and focus that will be required. As part of this the council has, can and will need to be more proactive in learning from and applying in context what other councils are doing to become more commercial: to what end, why and what value is being achieved. A good starting point would be to review some of the work of other councils via public sector support organisations such as the LGA's own website (<https://www.local.gov.uk/our-support/efficiency-and-income-generation/commercialisation>) and to actively seek out and contribute to sector networks and events and realise the wider benefits of sharing best-practice.

In respect of the above we believe it will be important for the council to internally validate its commercial ambitions. At present those ambitions reflect a contribution toward the £45m of savings as part of the medium term financial plan. But it will be really important that the council spends focussed time reviewing its appetite for risk, and likewise its appetite for investment too. For example, does or could the council intend to be more interventionist in the housing market to both stimulate income but also achieve its priorities in terms of vulnerable people. That review of risk, investment and focus on achieving key priorities is very important within this context.

As part of reviewing its commercial ambitions, the council must be clear that operating existing services more efficiently is a major contributory factor in becoming more 'business-like' and a focus should remain on improving the financial envelope of the council. It can do this by continuing to seek out operational commercialisation opportunities as well as adopting innovative income generating models. Using digital

technologies to support service design activities is a very good example of how it may deliver on this agenda.

As with other references in this report the council will, once its commercial ambitions are clear, need to ensure it has the necessary skills and capabilities in terms of processes and people to generate sufficient income to achieve its targets. Into the medium term therefore it will be important to align its commercial ethos to the vision and priorities outlined in its Business Plan so they can be achieved and Wiltshire Council can truly be 'business like'

#### **4.5 Capacity to deliver (including transforming adult social care and digital)**

There is great strength in the people and processes underpinning the political leadership of the council. We were particularly impressed with the Cabinet and portfolio holders' structure which is strong, inclusive, increases capacity and provides opportunity for succession planning.

In terms of capacity there is the clear investment in the new senior officer structure and the increase in number of Associate Directors and likewise in Corporate Directors, focussing around key council priority areas. As already outlined that capacity will only be enhanced further by investment in the development of that senior officer team to support collegiate and strategic working.

The council has a motivated and committed workforce with strong development programmes, staff engagement and flexible working in place. WC's approach to flexible working has reaped rewards in terms of staff satisfaction, improved customer outcomes and efficiency savings for some years now. New examples to report since the last peer challenge were the range of the leadership development programme-from apprenticeships to master's level and the very impressive EPIC programme mentioned already in this report. All of this demonstrates a council which sees the benefits in investing in staff.

The council has sought to build capacity through reconfiguring services and transforming key service areas. Again the reconfiguration of the children's services pathways as well as the realignment of domestic abuse and substance misuse services all point to a council that is seeking to constantly gain improved outcomes for service users and gain maximum efficiencies through strong partnership working.

Our main advice for the council in respect of this area is twofold. Firstly to consider how it can seek to get that balance right between continual change at organisational level and the need to give its staff group a sense of stability and certainty at any given time. Furthermore, within the context of change and stability above it will be important that the council becomes forensic about the skills and capabilities it needs for the medium to long term, especially in the light of observations in respect of digital and commercial etc. and puts in place a clear plan to recruit and grow such capacity so it can meet the changing demands and priorities of the council.

#### **Transforming Adult Social Care**

The council recognises the need to change and transform adult social care. A council led review coupled with the external challenge of an LGA led peer review in February this year, signalled several key areas for improvement across adult social care and led to the council establishing a programme for transformation. There were core issues to attend to in the way the service was managed and led and a need to refocus on key aspects such as prevention, commissioning, managing demand and costs, information, managing more effectively the 'front door' into services and providing a coherence to performance management. The council has also recognised the need for further integration and collaboration with its health partners through the Better Care Fund which interface with the transformation programme through an emphasis on re-ablement. Equally, the council saw the benefits of the well-established Children's Multi Agency Safeguarding Hub (MASH) and determined that it was necessary to create a similar arrangement to improve the safeguarding for vulnerable adults.

The council has created capacity within its officer senior leadership, through for example, the appointment of an interim corporate director. This coupled with the leadership shown by the cabinet lead, the establishment of the transformation programme and an emerging plan instilled confidence within the Peer Team that the council is aware of what is required and is intent on improvement. However, at this stage, and again the council is aware, there is much to do and there remains some risks due to a range of 'unknowns', which can impact upon and across the range of issues outlined in the paragraph above, including the challenging performance targets for DToC and the potential consequences for BCF funding associated. Clearly many of these issues are not particular to Wiltshire and its partners, since they are national issues that the majority of local authorities across the country are likewise facing.

In terms of learning it is important to reflect that many of the lessons in respect of children's services can be applied to aid improvement here. The council - wide ownership is key, the stability and focus of leadership to see the change through equally important and a resolute focus on achieving outcomes and measuring success. In recognising this, the council deliberately has included representatives from across the entire organisation, particularly from Children's Services, as key members of the transformation board. The programme is in the midst of being developed and it is considerable. At this stage it has the appropriate coverage but not the granular detail nor clearly sufficient progress to sense the likelihood of successful deliverability. As such it will be important that this is regularly reviewed and the reporting and governance framework surrounding the transformation programme needs to be reflected upon, which oversees the deliverables and timetable.

As well as the ownership and leadership across the council there are other encouraging signs. We saw strong staff engagement with the transformation programme across the piece and staff throughout the service understood the need for change, welcomed the opportunity to shape the future and told us they were fully committed to improving services for customers. In our view 'Making Safeguarding Personal' is embedded into the working culture supported by clear processes and auditable evidence. We also saw that across both children's and adults there are seemingly strong safeguarding boards with effective chairs. As said, the council are planning to enter into a partnership arrangement to have an adult Multi Agency Safeguarding Hub (MASH) building on the success of the MASH within their children's partnership. Partners were very positive

about the potential of the MASH for data sharing and joint approaches to safeguarding particularly across health and social care. Furthermore, Public Health is now beginning to be used as a corporate resource and the Joint Strategic Needs Assessment is being used at Place level, shaping prevention approaches such as tackling isolation and within spatial planning. Clearly there is the potential to develop all of these further but they are all positive examples of ownership and positive change.

‘Market management’, in our view is in its infancy. The council needs to ensure that it has learned the lessons from provider failure and demonstrate it has a strong grip on market sustainability and quality. There appeared to us to be a ‘disconnect’ between commissioning (what do we need) and procurement (how do we get it) and contract management (is it working). Importantly the council is aware of all these matters so it is now key that it secures a market development strategy as a priority including securing and then retaining appropriate skills.

Although they are clear priorities within the council’s transformation plans, demand management including front door, prevention strategy and re-ablement are only just beginning to ‘transform’. As such it will be important that these are the subject of regular review within the context of that plan and sufficient resources are allocated toward these key areas so that in due course WC has a consolidated and effective approach which delivers the outcomes it seeks.

### **Enabling greater digital access to all services**

The council has some well embedded core approaches which provide a good platform from which to support its broader transformation objectives.

It has a strong and well established approach to ‘systems thinking’ throughout the organisation and its strategic application is well understood and enacted, helping improve service design and delivery. There has been broad engagement in this approach from across the organisation at both officer and member level.

The council is combining its work on systems thinking with the approach to digital service design – an approach which has been shared nationally. This approach is helping the council to identify priorities, reduce complexity of services and improve service delivery to residents. The council has used data to prioritise areas of focus e.g. high volume transactions and the method of resident engagement with those services and has worked to re-design those services using digital solutions. This includes work enabling residents to sign up and pay for garden waste collection services online, including renewals, where 76% of transactions have been shifted to a new automated channel.

The council has made significant progress in other areas – enabling citizens to do more things for themselves, at a time they want. For example, the My Wiltshire platform and app is enabling residents to report issues to the council in key areas such as highways, street scene, rubbish collection, fraud and trading standards.

Similarly, the council has been making progress through the “Single View” programme in supporting joint working with partner organisations. The platform is starting to enable

key information to be shared with partner organisations including with social care, health and the police. This has aided partnership working and ensuring that residents are receiving joined up services. There are further ambitions to extend this programme of work.

We saw a developing focus on using data and analytics to drive improvement in services and ensure that this is ensuring resources are targeted effectively to those most in need. For example, in adult social care there has been close working with expertise in public health to identify need across local areas which is being used to shape the adult social care change programme. Importantly, there has been strong engagement with local area forums – using data to better understand their local population and need and helping to identify future priorities. We believe that there are opportunities to build on this approach in the use of data across the council as a whole.

The council has made a strong commitment at both a member and senior officer level to re-design services and consider how they can better be delivered in the context of the digital environment in which we live. This aspiration has recently been set out in the new Digital Strategy which has had positive engagement from across all services in the council. This Strategy sets out an aspiration for end-to-end digital services for citizens.

We believe 'digital' can be a real driver to help achieve improved delivery of services at Wiltshire Council. As is often the case when introducing new or refreshed approaches to drive improvement in any organisation, clarity of purpose and outcomes is key and we found that when we spoke with various people across the council we heard mixed views of what 'digital' is or could be. There is a potential risk therefore that it is viewed in a narrow way as a technology and systems programme championed by a few core individuals. Our view and indeed the view of some key stakeholders within the council is that what is required is a shared narrative of what is being sought through 'digital' which starts with a vision for re-designing the way services are delivered.

The steps the council has already taken are important and is bringing knowledge and expertise from systems thinking, customer and digital give an excellent opportunity to enhance this work. Again, the new Business Plan provides an ideal opportunity for the council to better align the key programmes it has or is intending to put in place to tackle the core challenges it is facing now. These apply across its range of priorities. For example, there is already significant work underway in adult social care to re-design the way services are delivered, including how citizens are supported where care and support may be needed. There are opportunities here to work with citizens and staff to re-design services and consider how digital channels can support this approach.

The council has highlighted within the Digital Strategy the importance of using design standards to guide their approach. We feel more focus could be given to these design standards and how they can be embedded within the work undertaken (either adopted Government Digital Service (GDS) Standards or Local Government Digital Service Standards). This will help the council to better understand user needs, ensure there are sufficient and appropriate skills as part of multi-disciplinary team working as well as encourage maximum usage of services. These three areas were areas where we felt the council could give additional consideration. For example, we felt that there are opportunities for the council to consider the necessary skills needed to enable this work

as well as ensure that there is strong customer engagement both in understanding the existing service – as well as in re-designing the future service. The importance of encouraging residents to use these channels through behavioural insight was also highlighted during the review with opportunities to further promote these with residents.

Overall, the council has made important steps in recognising the importance of re-designing services to ensure that they are fit for a digital age. Progress has already been made in a number of areas guided by the adoption of systems thinking. There is recognition amongst a number of senior individuals that this is not an IT programme but rather about improving services for residents in collaboration with them. There are however opportunities to further strengthen the approach – particularly in ensuring that the areas of focus are aligned to key council priorities, considering the three areas highlighted above and broadening the ownership for this across the organisation.

## **5. Next steps**

### **Immediate next steps**

We appreciate the senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Andy Bates, Principal Adviser is the main contact between your authority and the Local Government Association (LGA). His contact details are: Email [andy.bates@local.gov.uk](mailto:andy.bates@local.gov.uk)

In the meantime we are keen to continue the relationship we have formed with the Council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

### **Follow up visit**

The LGA Corporate Peer Challenge process includes a follow up visit. The purpose of the visit is to help the Council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the Council. Our expectation is that it will occur within the next 2 years.

### **Next Corporate Peer Challenge**

The current LGA sector-led improvement support offer includes an expectation that all councils will have a Corporate Peer Challenge or Finance Peer Review every 4 to 5 years. It is therefore anticipated that the Council will commission their next Peer Challenge before 2022.



## **Appendix 1**

### **What does a good business look like?**

- A clear sense of purpose that captures the imagination and stretches the organisation
- Leadership that is accountable and drives performance by paying attention to the business
- A can-do, customer focussed culture
- Financial literacy that uses its resources effectively
- Robust but agile systems, processes and structures
- A culture of continuous learning and skills development
- Communicates well

## Appendix 2

### Helping to make your new CLT successful

1. **Empowered:** The Corporate Leadership Team are empowered to make the organisational decisions they deem necessary to deliver on the Council's priorities and policies
2. **Time and Space:** CLT commit a sizeable portion of their individual time working as a leadership team on the strategic council wide agenda
3. **Team Development :** CLT prioritise investment in their collective leadership development so they are able to act as a collegiate team that leads organisationally
4. **Performance Management:** CLT implement a Corporate Performance regime that ensures there is clarity in terms of success criteria and the culture, processes and systems are in place to drive sustainable performance improvement
5. **Wicked issues :**Identify a number of cross cutting issues/opportunities that create the opportunity for organisational and system wide collaboration
6. **Transformative Learning:** An environment is set where active learning is valued as a means of Improvement, reflection leading to continuous performance improvement

Corporate Peer Challenge – Action Plan  
February 2018

Recommendation	Action	Measure of success	Timescale	Lead(s)		
				Cllr	CD	D
<b>Main recommendations</b>						
1. To enable the most effective delivery of the Council's Business Plan it should seek to clarify and quantify its key priorities. In such a way a sharper focus can be brought to organisational delivery and resource allocation which underpin this.	Deliver a comprehensive service planning process including a strong planning and performance management regime; one that more explicitly links business, risk, financial planning, and major programmes into one coherent whole with a clear and coherent "Golden Thread" throughout	'Plans for change' in place with key priorities distilled for budget setting process  Redesigned performance measures and reporting arrangements agreed by cabinet	Jan 18	Cabinet	CB , AC , TH	RT MH JP

<p>2. In respect of the key areas of commercialism and 'digital' the council should build a shared understanding of the opportunities, investment required and skill needed in these areas so that it is more able to achieve successful outcomes.</p>	<p>Agree commercial strategy and appetite for risk/investment. Review approaches across UK.</p>	<p>Commercial Strategy agreed by cabinet; with resources to deliver.</p>	<p>Feb 18</p>	<p>Cllr PW</p>	<p>AC</p>	<p>MH, D- C&amp;H</p>
	<p>Clarify the skills, knowledge, behaviours and expertise required</p>	<p>Staff are clear in respect to required skills, capabilities and expectation of income</p>	<p>Mar 18</p>	<p>Cllr PW</p>	<p>AC</p>	<p>JP, D-C&amp;H MH MH,</p>
	<p>Increase financial literacy and use of financial models to effectively support business case development</p>	<p>Heads of Service understand true cost of all services</p>	<p>Mar 18</p>	<p>Cllr PW</p>	<p>CB</p>	<p>MH</p>
	<p>Review fees and charges policy across the council, and maintain on an annual basis</p>	<p>New fees and charges agreed as part of council budget annually</p>	<p>Feb 18</p>	<p>Cllr PW</p>	<p>CB</p>	<p>RT</p>
	<p>Agree narrative for Digital Strategy, aligning programs to address core challenges</p>	<p>Vision, priorities and outcomes clearly set out and understood by staff</p>	<p>Feb 18</p>	<p>Cllr PW Cllr AO</p>	<p>CB</p>	<p>RT, JP</p>
	<p>Clarify the skills, knowledge, behaviours and expertise required</p>	<p>Heads of Services are clear in respect to required skills, capabilities and knowledge of their respective teams</p>	<p>Mar 18</p>	<p>Cllr PW Cllr AO</p>	<p>CB</p>	<p>RT</p>
	<p>Increase use of data and analytics and embed digital service Design Standards in redesign</p>	<p>GDS standards embedded in work undertaken (encompassing user needs, multi-disciplinary team skills and uptake of services)</p>	<p>Mar 18</p>	<p>Cllr PW Cllr AO</p>	<p>CB</p>	<p>RT LB MH</p>
	<p>Explore opportunities to market and promote these new channels more effectively with citizens and businesses – and learn from why citizens do not access through those channels</p>	<p>Services are improved, more accessible (outside core hours) and better aligned to meet expectations of residents and businesses</p>	<p>Dec 18</p>	<p>Cllr PW Cllr AO</p>	<p>CB</p>	

>

<p>3. Revisit the current intent and application of the Area Boards - so that into the future the council's ambitions in terms of leadership of place can be further realized</p>	<p>Review all remaining discretionary services to determine which may benefit most from devolution ('local-first' approach).</p> <p>Establish with CEMs collaborative teams of front line services, partners, local VCS and economic groups.</p> <p>Project bank audit of each community area.</p> <p>Support health and wellbeing groups to expand support.</p> <p>Ensure that social care reviews adopt a community-led approach to appropriate areas of service.</p>	<p>Devolution of remaining discretionary services and budgets</p> <p>Multi-agency community team approach in place, mobilising community assets and volunteers, transferring assets and services.</p> <p>Additional projects in place. More themed interactive meetings, shorter formal AB meetings.</p> <p>Localisation of adult social care service and children social care integration through the reviews</p>	<p>Apr 2018</p> <p>Dec 18</p>	<p>Cllr JT Cllr PW</p> <p>Cllr JT</p> <p>Cllr JT</p> <p>Cllr JW</p> <p>Cllr JW</p>	<p>AC</p> <p>CB</p> <p>CB</p> <p>CB AC TH</p> <p>CB AC TH</p>	<p>RT LB TC PK D-C&amp;H</p> <p>LB</p> <p>LB</p> <p>LB TD</p> <p>GW LT</p>
<p>4. More closely align financial and budget planning to organisational priorities and underpin this with a more robust planning and performance management regime. This will enable better linking of business and financial planning and further supporting a culture of openness and accountability</p>	<p>Comprehensive service planning process linking priorities, finance, procurement and HR informs budget setting.</p>	<p>Medium Term Financial Strategy published</p> <p>Full Council agree budget closely allied to service change plans</p>	<p>Mar 18</p>	<p>Cllr PW</p> <p>Cllr PW</p>	<p>CB</p> <p>CB</p>	<p>RT, MH JP</p> <p>JP</p>

<p>5. Apply the same approach and commitment to the Adults Services Transformation plans as was afforded to the council's previous children services recovery plan – so that it is organizationally owned and more likely to be delivered as a consequence</p> <p>Approach integration of DASS post with health carefully, doing so from a position of strength and clear priorities set across the two agencies</p>	<p>Investment in appropriate capacity</p> <p>Delivery of Front Door elements of ASC transformation programme</p> <p>Secure a market management strategy as a priority including securing and retaining appropriate skills</p> <p>Undertake due diligence on joint post</p> <p>Scope joint commissioning arrangements</p> <p>Examine the potential for alliance contracting</p>	<p>Strong programme office support in place with breadth of capacity and capability in ASC transformation team</p> <p>As defined in business case</p> <p>Strategically managed diverse and sustainable market is in place</p> <p>Joint DASS/ CAO post in place with NHS Wiltshire</p> <p>Commissioning staff co-located</p> <p>Framework agreed with partners</p>	<p></p> <p>Apr 18</p> <p>April 20</p> <p>2018</p> <p>2018</p> <p>2019</p>	<p>Cllr JW</p> <p>Cllr JW</p> <p>Cllr JW</p> <p>Cllr JW</p> <p>Cllr JW</p> <p>Cllr JW</p>	<p>CB AC TH</p> <p>CB AC TH</p> <p>CB AC TH</p> <p>CB AC TH</p> <p>CB AC TH</p> <p>CB AC TH</p>	<p>GW</p> <p>GW</p> <p>GW EW</p> <p>GW TD</p> <p>GW EW</p> <p>GW EW</p>
<p>6. In order to increase the delivery of housing numbers across Wiltshire, the council may wish to consider developing its plans in respect of a smaller number of strategic sites. This may strengthen its ability to secure the appropriate infrastructure and enable it to more effectively deliver its housing plan aspirations</p>	<p>Develop local plan accordingly</p> <p>Use area boards to explain and champion local delivery</p>	<p>New local plan and HRA business plan focuses development in fewer places</p> <p>Fewer objections to significant local developments</p>	<p>2020</p>	<p>Cllr TS Cllr RC</p> <p>Cllr JT Cllr RC</p>	<p>AC</p> <p>AC</p>	<p>TM D-C&amp;H</p> <p>TM LB D-C&amp;H</p>

<p>7. Ensure that both the council and CLT themselves invest sufficient time in focusing on their development as a team. They have a pivotal leadership role and such investment will help them realise their ambition to provide strong, collegiate corporate leadership on behalf of Wiltshire Council into the future.</p>	<ul style="list-style-type: none"> <li>• <b>Empowered:</b> CLT are empowered to make the organisational decisions they deem necessary to deliver on the Council's priorities and policies</li> <li>• <b>Time and Space:</b> CLT commit a sizeable portion of their individual time working as a leadership team on the strategic council wide agenda</li> <li>• <b>Team Development :</b> CLT prioritise investment in their collective leadership development so they are able to act as a collegiate team that leads organisationally</li> <li>• <b>Performance Management:</b> CLT implement a Corporate Performance regime clarity in terms of success criteria and the culture, processes</li> <li>• <b>Wicked issues:</b> Identify a number of cross cutting issues/opportunities that create the opportunity for organisational and system wide collaboration</li> <li>• <b>Transformative Learning:</b> An environment is set where active learning is valued as a means of Improvement, reflection leading to continuous performance improvement</li> </ul>	<p>Regular CD away days in calendar Development Programme developed for CLT established</p> <p>Plans for change in place</p> <p>Redesigned performance reporting arrangements agreed by cabinet, with systems in place to drive sustainable performance improvement</p> <p>Cross service initiatives are delivered with programme office and systems thinking support – key work programs already agreed and in progress are Social Mobility and High Frequency Contact (HFC)</p> <p>Increase in apprenticeships and formal learning uptake and participation</p>	<p>Dec 18</p> <p>Jan 17</p> <p>Dec 17</p> <p>Feb 18</p> <p>Mar 18</p> <p>Feb 18</p>		<p>CB AC TH</p> <p>CB AC TH</p> <p>CB AC TH</p> <p>CB AC TH</p> <p>CB AC TH</p> <p>CB AC TH</p>	<p>IG MH RT</p> <p>JP</p> <p>JP</p> <p>RT JP MH</p> <p>RT JP MH</p> <p>JP</p>
---	--	---	---	--	---	---

Additional suggestions

<p>Provide more clarity in terms of the “what” will be devolved to town and parish councils and ‘why’ when transferring operational services and assets down to towns and parishes and be more assertive about the agenda.</p>	<p>Pull together a start and finish task force to identify issues and unblock the reasons for the time it takes to secure asset transfers and movement of some operational responsibilities to Town and parish councils.</p> <p>Support ‘place based’ delivery of services so that co-ordination of activities between communities, parishes and towns across a larger geographical footprint can be exploited to the full. This could be done by further exploration of larger devolution packages that would require the input and coordination of parish and town councils, particularly where devolved services serve greater geographical areas.</p>	<p>Accelerated phasing of transfers</p> <p>Progress reports on CATs available and accessible online, including capture of financial and community benefits for those that have transferred.</p> <p>Clear list of potential assets for transfer available</p> <p>Consider and define approach</p> <p>Parish Council’s collaborate on devolution agreements</p>	<p>Sep 18</p> <p>Jan 18</p>	<p>Cllr PW</p> <p>Cllr JT Cllr PW</p>	<p>AC</p> <p>AC</p>	<p>RT IG TM LB D-C&amp;H</p> <p>RT LB TM D-C&amp;H</p>
<p>The council should consider its assets and capabilities in terms of how it should intervene in housing delivery</p>	<p>Examine business case for new local housing company</p> <p>Undertake a full housing needs assessment for older adults, younger adults and children with complex needs, translating this into a plan covering accessible homes, sheltered housing and extra care for example, so that the council is proactively intervening to deliver better outcomes in these areas.</p>	<p>Local housing company up established on a sound basis</p> <p>Housing needs assessment completed</p>	<p>2019</p> <p>Jun 18</p>	<p>Cllr RC</p> <p>Cllr RC</p>	<p>AC</p> <p>AC</p>	<p>D-C&amp;H</p> <p>D-C&amp;H</p>



>

Review commissioning, procurement and contract management arrangements with a detailed improvement plan .	Undertake a systemic review including systems, data, information, reporting, staff development, and organization. Agreed a full suite of performance measures	Director of Commissioning in place  Detailed review complete with clear roles and responsibilities across the commercial cycle involving commissioning, procurement and contract management.	Feb 18  Sep 18	Cllr JW  Cllr JW	TH  TH	DoC  EW MH
---	---	--	----------------------	------------------------	--------------	---------------------

DRAFT

This page is intentionally left blank

**Wiltshire Council**

**Overview and Scrutiny Management Committee**

**20 March 2018**

---

## **Final Report of the Planning Committee System Task Group**

### **Purpose**

1. To present the conclusions and recommendations of the Planning Committee System Task Group for endorsement and referral onwards as appropriate.

### **Background**

2. The possibility of a scrutiny review looking at planning was first raised in 2016 during working planning meetings between the relevant Overview and Scrutiny (OS) and Executive members. It was subsequently supported in principle by the Environment Select Committee and recommended as a legacy topic by OS under the previous council.
3. OS Management Committee then established a Planning Committee System Task Group in June 2017. The Committee specified that governance of the planning process was to be the topic of the review, rather than planning policy. Following this a meeting was held with the Cabinet Member and Associate Director with responsibility for planning to discuss where a scrutiny review in this area could add value.

### **Terms of Reference**

4. The following terms of reference were approved by Committee on 26 September 2017:
  - a) To explore the extent to which the council's current development control processes meet the needs and objectives of Wiltshire's residents and communities, to potentially including consideration of:
    - The public's and applicant's experience, including digital access;
    - Communications and liaison with local councillors and their role.
  - b) To investigate whether the present planning committee structure is best suited to delivering an efficient, effective and sustainable service; with particular reference to the number of and geographical areas covered by the existing area committees, their agendas and meetings.
  - c) To suggest any recommendations for improvement of the planning committee system as appropriate.

## Membership

5. The opportunity to take part in the task group was offered to all non-executive councillors and the following were appointed:

Cllr Ian McLennan (Chairman)  
Cllr Ernie Clark  
Cllr Peter Fuller  
Cllr Sarah Gibson  
Cllr Jose Green  
Cllr Ruth Hopkinson

## Methodology

6. The task group met on 8 occasions between September 2017 and March 2018. It is grateful to the following witnesses who contributed to its review:

Cllr Toby Sturgis	Cabinet Member for Planning and Property
Tim Martienssen	Service Director for Economic Development and Planning
Mike Wilmott	Head of Development Management
Sally Canter	Head of Operations and Delivery, Economic Development and Planning
Phil Morgan	Strategic Consultation and Engagement Manager
Cllr Mark Connolly	Chairman, Eastern Area Planning Committee
Cllr Tony Trotman	Chairman, Northern Area Planning Committee
Cllr Fred Westmoreland	Chairman, Southern Area Planning Committee
Cllr Fleur de Rhe-Philipe	Chairman, Strategic Planning Committee
Cllr Christopher Newbury	Chairman, Western Area Planning Committee

7. The task group commissioned online surveys of a) planning applicants and b) planning professionals. All had submitted applications during a recent three-month period. The surveys gathered views on responders' experiences of the council's planning application service and committee process. 99 responses were received to the survey of applicants and 94 responses were received to the survey of planning professionals. The full results are presented in **Appendices 1 and 2**. The task group is extremely grateful to all those who took the time to respond to the survey.
8. 17 Wiltshire councillors responded to a task group survey regarding a) their views on the Planning application service's liaison with local councillors, and b) what factors influenced them when calling an application in to be considered at planning committee.

## Evidence

### **Planning application service effectiveness**

9. Wiltshire Council is the country's third largest Local Planning Authority and

deals annually with:

- Over 6,000 planning applications
- Over 1,700 tree work applications
- Over 2,500 pre-application and permitted development enquiries
- Over 1,200 enforcement complaints
- Almost 200 planning appeals.

10. To assess the performance at the council's planning application service the task group considered the following information:

- the service's performance data
- responses to the surveys of planning applicants and professionals
- the views of the five current planning committee chairmen
- responses to a survey of all Wiltshire councillors.

Planning application service performance data

11. The planning application service's performance indicators include the following:

Table 1

	<b>Performance indicator</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 (YTD)</b>
1.	(%) Major applications determined within the statutory determination period (or extended period agreed in writing with the applicant)  <b>Context:</b> Latest national average is 86% (higher is better)	83%	93%	96%	95%
2.	% Of major applications overturned at appeal  <b>Context:</b> National average over 2-year period is 2.5% compared with Wiltshire's 1.8% (2015-17) (lower better)	2.0%	2.1%	4.7%	2.3%
3.	(%) Non-major applications determined within the statutory determination period (or extended period agreed in writing with the applicant)  <b>Context:</b> National average over 2-year period is 84% compared with Wiltshire's 96% (2015-17) (higher better)	83%	92%	97%	96%

4.	% of non-major applications overturned at appeal  <b>Context:</b> National average over 2-year period is 1.2% compared with Wiltshire's 0.7% (2015-17) (lower better)	0.7%	0.7%	0.9%	0.4%
----	---	------	------	------	------

Responses to the Planning application service customer survey

12. The full statistical results of the surveys of recent planning applicants and professionals are attached at **Appendices 1 and 2**.
13. For context, 91% of applicants who completed the survey indicated that their planning application had been approved (the a national application approval rate is 88%). Planning professionals (who completed a different survey) were assumed to have had multiple experiences of the planning process and were therefore not asked this question. However, they were asked to set aside the outcome of any individual application when answering.
14. The key findings of the survey are included in Tables 2 and 3 below:

Table 2

<b>Pre-application stage</b>		
<b>Survey question</b>	<b>Of those responders who completed the pre-application process... (% Satisfied or Very Satisfied)</b>	
	<b>Applicants</b>	<b>Planning professionals</b>
How easy it was to contact the service	71%	61%
The amount of information given	76%	69%
How easy the information was to understand	70%	83%
The time it took to get a response (see (a) below)	64%	45%
The helpfulness of staff	75%	82%
That their questions had been answered to their satisfaction (see (b) below)	77%	88%

Understood why amendments were required and agreed with the reasons	69%	60%
Felt that ample time had been given for the suggested amendments	-	78%
Reports given at the pre-application stage consistent with the response at the full application stage	-	92%

- a) 28% of professionals were dissatisfied or very dissatisfied with this aspect of the service
- b) Of those applicants and professionals who did not feel their questions were answered to their satisfaction (24% and 12% respectively), the most commonly submitted reason referred to a lack of specific advice regarding the individual application submitted (as opposed to more general information on planning policy)
- c) 40 suggestions were submitted by professionals for improving the pre-application service. Of these,
- i. 14 referred to improving the helpfulness/accuracy/consistency of the information or advice provided
  - ii. 12 referred to enabling more direct conversations with officers, including on site
  - iii. 9 referred to increasing the speed of the pre-application process
- d) During their applications, only 28% (24) of applicants and 30% (26) of professionals contacted the relevant parish or town councillor. Only 39% (34) of applicants became aware of a parish or town council meeting that would be looking at their application (though 53% (43) of planning professionals did).

Table 3

<b>Full application stage – survey responses</b>		
<b>Survey question</b>	<b>Satisfied or Very Satisfied</b>	
	<b>Applicants</b>	<b>Planning professionals</b>
How easy it was to contact the planning service	74%	66%
The amount of information provided	71%	71%
How clear and easy to understand the information was	74%	82%
The time it took to get a response	62%	54%

The helpfulness of staff	75%	83%
The service provided overall	72%	77%

- e) 57 suggestions for improving the overall service were submitted by applicants. Of these,
- i. 17 referred to improving the speed with processing applications
  - ii. 12 referred to increasing the accessibility of, or communications from, case officers
  - iii. 7 referred to improving the accuracy or completeness of information or guidance provided
  - iv. 7 referred to improving the usability of the website
  - v. 3 referred to increasing the consistency of advice
- f) 63 suggestions for improving the overall service overall were submitted by professionals. Of these,
- i. 22 referred to increasing the accessibility of, or communications from, officers
  - ii. 17 referred to improving issues of speed with progressing applications
  - iii. 5 referred to the consistency of advice

#### Views of the Planning Committee Chairmen

15. Overall the five current planning committee chairmen felt that the Planning application team provided a good service to the public. There was no clear consensus on specific aspects of the service that needed to be improved.

#### **Planning team liaison with local councillors**

16. Senior managers reported that the expectations on planning officers in terms of liaising with local councillors are:
- Lists of applications and decisions to be emailed to members on a weekly basis
  - Parishes to be consulted immediately when an application is registered, giving them maximum time to review
  - Planning officers are encouraged to communicate regularly with councillors and town and parish councils
  - For information, the Planning Service recently provided planning training for town and parish councils, with over 350 people attending, representing 104 town/parish councils.
17. Overall the five current planning committee chairmen felt that the Planning team liaised with local councillors effectively.
18. 89% (15/17) of Wiltshire councillors who answered the survey were satisfied or very satisfied with their experiences of the Planning Services' liaison with local councillors. There was no consensus on how it might be further improved.

#### **Digital access and support**



19. Of the 57 suggestions for improvement put forward in survey responses, 7 referred to the website or other aspects of digital access.
20. The laptops used by officers in the Planning team are aging and due to software issues officers still need to print applications, even though 70% of applications are submitted digitally. There is also a need for planning officers to move on to mobile platforms to better support mobile working.

## **Planning committee structure**

### Background

21. The current governance arrangements for the Development Management service were approved by the Implementation Executive (IE) in November 2008 in the run-up to the establishment of Wiltshire Council as a unitary authority. The IE indicated the committee structure should be reviewed once a countywide development plan was adopted.
22. The IE supported the principle that the Development Management service should be delivered on a local basis, with area officers in Trowbridge, Devizes, Chippenham and Salisbury with an Area Planning Committee to support each of these hubs. A strategic committee was approved to consider issues of countywide interest in both development management and spatial planning. The current planning committee structure therefore comprises of the following, and the geographic areas covered by the four area committees are illustrated in **Appendix 3**:
  - Eastern Area Planning Committee
  - Northern Area Planning Committee
  - Southern Area Planning Committee
  - Western Area Planning Committee
  - Strategic Planning Committee
23. This structure was based on anticipated planning application numbers of 9,000 to 10,000 per year and four Area Development Managers under a Director of Development Services to support the committee structure and delivery of the service.
24. Another factor was that the four former Wiltshire districts each had their own local plan in place, and it was considered that each committee should have oversight of the area of the local plan whilst these remained the central element of the development plan policy framework.
25. Since this, the Development Control team structure has changed, with the Devizes area office closing and merging with Trowbridge to create a single Central team based in Trowbridge. The closure of the Browfort offices in Devizes means that the Council now hire external premises in which to hold Eastern Area Committee meetings.
26. The management structure has also changed, with the post of Director of

Development Services deleted and one Head of Development Management replacing the original 4 Area Development Manager posts.

27. The policy background has changed, with the county-wide Wiltshire Core Strategy replacing the former district based local plans on its adoption in January 2015.

### Area Planning Committee activity

28. Tables are provided at **Appendix 4** outlining planning committee activity between 2010 and 2016.
29. The tables show that, during this period, Eastern Area Planning Committee has had more meetings cancelled (35 compared with nearest of 20, or 52% compared with nearest of 29%), fewer meetings held (71 compared with nearest of 97) and fewer planning items considered on average per meeting (2.8 compared with nearest of 3.5).
30. Eastern Area Planning Committee's lower meeting activity can be partly explained by it being the area with the least development (according to 2017 data – see Table 4 below). However, development within the next lowest, which is the Western area, is not significantly higher.

Table 4

Jan-Dec 2017	Delegated Decisions	Committee Decisions	Total Decisions	% Apps gone to Cttee
Northern Area Planning	1712	62	1774	3.5%
Southern Area Planning	1381	48	1429	3.4%
Eastern Area Planning	1126	16	1142	1.4%
Western Area Planning	1189	31	1220	2.5%

31. Another factor behind Eastern's lower level of activity is the comparatively low percentage of applications called in for committee decision. From January to December 2017, Wiltshire councillors within the Eastern Area called in only 1.4% of the area's applications. The next nearest was Western Area Planning, where 2.5% of applications were called in. Reasons for this variance may include a legacy affect from the four district councils' differing tendencies in this area; and potentially a lower number of contentious or major developments appearing in the Eastern area.
32. Wiltshire councillors' responses to a survey of their reasons for calling applications showed no particular correlation with their planning committee areas. Across all four area, the most common reasons for calling applications to committee were,
- a) Public interest/concern (76%)

- b) Parish/town council request (47%)
- c) Planning considerations (47%) (NB. a) and b) above do not necessarily exclude planning considerations)
- d) Design issues (12%)
- e) Opposition to the officer recommendation (6%)

33. It is noted that the Head of Development Management is also able to call applications in for consideration by committee.

### **Strategic Planning Committee**

34. As outlined above, the Strategic Planning Committee was introduced at the commencement of Wiltshire Council. Its role and functions are set out in Part 3 of the council's Constitution and, in summary, are,

- Making strategic decisions on the implications of major developments outside of Wiltshire that could have an impact on local residents.
- Considering the following categories of applications for planning permission:
  - Large-scale major developments
  - Major planning applications for mineral extraction or waste disposal
  - Significant applications by Wiltshire Council
  - Applications which, if approved, would represent a significant departure from the policies of the statutory development plan
  - Applications called in by a division-member that cross the boundary of two area committees
  - Any application where the relevant director considers it inappropriate to exercise delegated powers having regard to the public representations
  - Any application which the relevant director has determined should be dealt with by the Strategic Planning Committee.
- Considering documents relating to the Local Development Framework and advise Cabinet where appropriate.

35. An issue arose regarding one aspect of the Strategic Planning Committee's role: This was whether it should continue to be responsible for determining gypsy and traveller site applications, or they should be determined locally by the appropriate Area Planning Committee. The argument for such a change would be that the county's statutory target for the delivery of such sites **may** have been met and, if so, their delivery could be considered to be no longer a strategic issue.

### **Alternative Planning Committee structures**

36. No alternative to the current planning committee structure has been proposed by the Executive. However, the following two alternatives were considered by the task group,

- a) Reducing the structure to 3 area planning committees, aligning their boundaries with those of the planning officer teams (i.e. North, Central

and South).

- b) Reducing the structure to 3 area planning committees, reflecting the draft Housing Market Areas (HMAs). A map illustrating these is at **Appendix 5**. This option was dismissed by the task group as the 'North-Eastern' HMA includes Swindon; therefore the development activity determinable by Wiltshire Council within it would be significantly lower than that in the other three HMAs.

Access to area planning committee meetings

- 37. How alternative committee structures would impact upon public access to meetings would depend on the specific options being considered. Reducing the number of area planning committees is likely to increase overall travelling distances for attendees, though potentially only by a small amount. Calculating this precisely would require analysis of how the committee areas and meeting venues were to be spread across the county and how well they aligned with population centres etc.
- 38. Of the 8 applicants who responded to the survey whose application had gone to committee, only 1 reported having attended the meeting. However, the task group is sceptical of this result, concluding from direct experience that applicants very often attend committee meetings when their application is being discussed.
- 39. Of the 46 planning professionals responding to the survey who had an application go before committee, 87% (40) had attended the committee meeting(s).

Financial implications

- 40. The task group has assessed the annual savings available through implementing option a) above (i.e. removing Eastern Area Planning Committee and adopting a North, Central, South committee structure).
- 41. These projections are inevitably somewhat approximate. Further operational efficiencies from aligning the planning committee and planning officer team boundaries **may** be available. However, no evidence has been received to suggest these would generate significant savings. The total savings projected below are therefore considered accurate enough to give an indication of the weight the council should give to finances when deciding on any change to the committee structure.
- 42. The total potential annual savings to the council through implementing option (a) are calculated as **£11,774**. Table 5 outlines how this was calculated.

Table 5

Saving area	Projected annual saving
-------------	-------------------------

<p><b>Planning officers</b></p> <ul style="list-style-type: none"> <li>• Travel expense (County Hall to Devizes for meetings)</li> <li>• Travel time (salary)</li> <li>• Fewer appeal reports to committee</li> <li>• Fewer councillor briefings</li> <li>• Legal service meeting support savings</li> </ul> <p>Assumptions:</p> <ul style="list-style-type: none"> <li>• Limited reduction in the work required to support committees as most reports, briefings, presentations etc would still be required at a different committee</li> <li>• 7 Eastern Area Planning Committee meetings per year (2017 total)</li> </ul>	£2,537
<p><b>Democratic Services</b></p> <ul style="list-style-type: none"> <li>• Pre- and post-meeting work</li> <li>• Meeting support</li> <li>• Travel expense (County Hall to Devizes for meetings)</li> <li>• Travel time (salary)</li> <li>• External venue cost (Corn Exchange, Devizes)</li> </ul> <p>Assumptions:</p> <ul style="list-style-type: none"> <li>• Some reduction in pre- and post-meeting work due to fewer agendas and minutes etc.</li> <li>• No external meeting venue now required</li> </ul>	£2,117
<p><b>Councillor costs</b></p> <ul style="list-style-type: none"> <li>• Eastern Area Planning Committee chairman special responsibility allowance (SRA)</li> <li>• Travel expenses</li> </ul> <p>Assumptions:</p> <ul style="list-style-type: none"> <li>• Average roundtrip distance based on addresses of current membership</li> </ul>	£7,120
<b>Total</b>	<b>£11,774</b>

## Area Planning Committee meetings

### Customer experience

43. Only 9% (8) of **applicants** who responded to the survey had had an application go before committee. Of these, 67% (6) felt they were given a clear explanation as to why their application was to be decided by committee. The response rate to other questions on the committee process was too low to provide reliable data.

44. 50% (46) of **planning professionals** who responded to the survey had had

an application go before committee. Of these, high satisfaction levels regarding all aspects of the process were reported. These included,

- a) 85% (39) felt that a clear reason was given as to why the application needed to go before committee
- b) 95% (39) felt that how the meeting would proceed was clearly explained
- c) 95% (41) reported that they or their clients were told how to speak on their application if they wished to
- d) 81% (34) felt that they or their clients were listened to
- e) 71% (30) felt that the process was balanced and fair
- f) 81% (33) felt that the process was well-organised
- g) 100% (43) understood what was happening during the meeting
- h) 95% (40) understood how the decision was made.

#### Area Planning Committees – meeting procedures

- 45. The four area planning committees appear to operate a fairly consistent meeting process. However, the review has identified some small differences:
- 46. All four area planning committees hold pre-meeting briefings for the chairman. However, only Northern Area Planning Committee holds pre-meeting information briefings for the full committee membership. These are intended to provide an opportunity for committee members to ask technical questions of the planning officer in advance of the public meeting.
- 47. The four area planning committees have slightly different procedures for agreeing site visits. Southern Area Planning Committee agrees these in advance of the meeting at which the application is due to be discussed; the other area planning committees agree site visits **when the application is discussed**, effectively deferring a decision on that application until the following meeting (once the visit has taken place).
- 48. The rules on public participation in respect of planning applications are detailed in the Council's Planning Code of Good Practice and outlined on the meeting agendas. They state that "the chairmen will allow up to 3 speakers in favour and up to 3 speakers against an application and up to 3 speakers on any other item on this agenda. Each speaker will be given up to 3 minutes and invited to speak immediately prior to the item being considered. The current planning committee chairmen appear to manage public participation in slightly different ways, sometimes depending on the situation: Sometimes a **total** of 9 minutes speaking time per 'side' (i.e. those in favour and those against) is given, but this is not always broken down into individuals each speaking for 3

minutes.

#### Area Planning Committees – decisions

49. Paragraph 31 above reports the variances between the recent call-in rates of the four area planning committees. The committees also differ in how often they decide against the planning officers' recommendations (see Table 6 below). From January to December 2017 Southern Area Planning Committee decided against the planning officer's recommendation for 50% of the applications considered, as compared with Eastern Area Planning Committee, which did so for only 6% of the of the applications considered.

Table 6

<b>Jan-Dec 2017</b>	<b>No. of Committee Decisions</b>	<b>No. of Committee decisions against officer recommendation</b>	<b>% of Committee decisions against officer recommendation</b>
Northern Area Planning	62	7	11%
Southern Area Planning	48	24	50%
Eastern Area Planning	16	7	44%
Western Area Planning	31	2	6%

50. Further investigation would reveal whether such large variances were present in previous years. If they were, it could suggest that either planning officer recommendations, or committee decisions, are being made somewhat inconsistently across the different areas. Information on the number of decisions being overturned at appeal – following officer delegated decisions and committee decisions, broken down by area – might be informative. It is worth noting, however, that, over the past four years, only 0.4 to 0.9% of non-major applications and 2.0 to 4.7% of major applications determined by Wiltshire council have been overturned at appeal.
51. The task group received a briefing on how consistency is achieved across the three planning teams, with the Head of Development Management meeting with the six team leaders on a monthly basis to ensure that policies, guidance and legal case law are being applied consistently.

#### Rights of way and village green applications

52. A specific issue regarding how these applications are determined arose during the review. The task group understand that these applications undergo significant technical analysis by officers prior to being presented at committee. However, if the committee disagree with the officer recommendation then there is little or no opportunity to influence the decision at that stage.

## Conclusions

### **Planning application service effectiveness**

53. The high customer satisfaction with the council's Planning application service shown in the survey results is welcomed, particularly given that, like many departments, its staffing numbers have reduced in recent years (see **Recommendation 1**). The performance data and survey data all demonstrate an effective function with good customer and councillor satisfaction levels across most aspects of the process. These include positive responses regarding the clarity and accuracy of information provided and staff's helpfulness and accessibility. The performance figures demonstrate that the council's planning application service is performing across the board at a higher rate than the national average in terms of speed of decision making and quality of decision making using the parameters and measures adopted by the Government.

54. While satisfaction rates with the overall application service were good, the suggestions for improvement did reflect some consistent themes. (The anonymised survey responses will be forwarded in full to the Cabinet Member for consideration and action as appropriate). These are set out here to encourage improvement (see **Recommendation 2**):

- a) Increasing the speed of the overall planning process: A number of responders specifically suggested increasing the speed of the pre-application process (for which the council charges a fee), commenting that it can sometimes take as long, or nearly as long, as the full application process. The pre-application process is intended to iron out issues in advance of the full application stage, so such delays diminish the former's value.

A number of responders also reported frequent delays when non-planning consultees became involved, specifically Highways and Conservation.

It should be noted, however, that the council consistently exceeds national averages in how often it meets statutory time limits for determining applications (see Table 1 above).

- b) Accessibility of planning officers: Comments either referred to wanting more updates from planning officers on the status of applications or greater direct access to them by telephone or in person. A request made several times was the ability to undertake site visits with planning officers, particularly at the pre-application stage. Several responders were willing to pay extra for this service in light of how beneficial on-site discussions can be to a successful application.
- c) A further suggestion for the pre-application service was for it to include less repetition of straight planning policy and more guidance tailored to individual applications.



- d) A suggestion from the task group, based on the limited applicant awareness of town/parish council's involvement with the planning process, is to include a reference to this on the web and on Planning team's correspondence with applicants. (see **Recommendation 3**)
55. Achieving some of the suggested improvements above would be helped by more resources (though some system improvements may already be available). In the current financial context, Cabinet may wish to consider whether additional investment to address these areas is justified and/or whether they could be otherwise addressed by additional, optional fees payable by applicants for enhanced levels of service. This would fit with the council's focus on taking a more commercial approach as agreed in the Business Plan 2017-27.

### **Digital access and support**

56. Survey results showed that users of the Planning pages of the council's website appear to be satisfied with their content and usability. However, the task group would welcome further information on plans to upgrade the digital technology used by the Planning team; particularly important given the mobile nature of the role and doing so could help deliver efficiencies within the planning process. (see **Recommendation 4**)

### **Area Planning Committees – structure**

57. The current complement of area planning committees in general appear to have a reasonable level of activity, with a sensible number of applications being called in for decision by committee overall, leading to sensible meeting lengths.
58. Eastern Area Planning Committee has historically been less active than the other three area planning committees for the reasons reported. However, the task group does not consider that this variance in activity alone justifies changing the committee structure. It is concerned that a reduction in area planning committees would make decision making on developments in Wiltshire more detached from the localities affected (and provide a less effective service – see Task Group term of reference 1). Such a change would also seem to contradict the council's support for local decision making evident at its 18 area boards.
59. If, following the recommended analysis, Eastern Area Planning Committee began to call in applications at a rate more consistent with the other area planning committees its meeting activity would also increase.
60. The task group does not consider that dissolving Eastern Area Planning Committee would generate significant savings for the council. This is primarily because the total number of applications requiring committee decision would be unchanged. While every pound counts in the current financial climate, the approximately £10,000 saving available from dissolving the committee would need to be balanced against any negative impacts of the change. It is

acknowledged that aligning the area planning committees with the three planning teams might produce some operational efficiencies other than those already quantified above. However, no evidence has been presented to suggest that these would increase the savings available significantly. (see **Recommendation 5**)

61. Given all of the above, any proposal to reduce the current planning committee structure would need to a) provide strong arguments regarding the benefits of doing so, and b) include a thorough analysis of the impact on the public's ability to actually attend meetings (due to increased travel times and costs). (see **Recommendation 6**)
62. There does not appear to be any strong argument or desire to dissolve the Strategic Planning Committee, playing as it does an important role in determining planning matters of importance to the county as a whole. (see **Recommendation 7**).

### **Area Planning Committees – procedures and decisions**

63. Applicants' and planning professionals' overall satisfaction with the planning committee process (evident from the survey results) is welcomed and suggests an effective service (see term of reference (b)). A high percentage of responders who had attended a committee meeting were satisfied with the clarity, fairness and organisation of the meeting, as well as the explanation given for why their applications required committee decision. (see **Recommendation 8**)
64. A number of the witnesses spoken to were concerned that applications are sometimes called for consideration by area planning committees inappropriately i.e. not for reasons of pure planning policy. Their concern was that this wasted council resources, wasted committee meeting time and also raised false hopes for applicants or objectors. Given the acceptable levels of committee activity shown overall, the task group did not analyse this further. However, it does believe that calling applications in for decision by committee is actually a balance between several factors:
  - a) The application's apparent accordance with planning policy/law
  - b) The risk of raising applicants' or objectors' hopes falsely
  - c) The value of a democratic decision on a matter of community interest being seen to be taken locally and in public.
65. Occasions when councillors call applications in for decision, but do not then attend the meeting to explain their reasoning, are a concern. This practice risks creating a perception that casual electioneering is influencing how applications are dealt with and a procedural change aimed at discouraging it is suggested (see **Recommendation 9**)
66. The process for agreeing site visits followed by the Eastern, Northern and Western area planning committees appears to be less efficient and more prone to delay than that followed by Southern Area Planning Committee. It is therefore suggested that the latter's approach be adopted by all in order that

unnecessary delays in the process be avoided. (see **Recommendation 10**)

67. Attendees at different planning committee meetings across the county could reasonably expect a consistent process to be followed and in general this appears to be the case. However, the management of public participation is one area where small differences do appear. The task group suggests that these are addressed. (see **Recommendation 10**)
68. While pre-meeting procedural briefings for planning committee chairmen are reasonable and help to ensure a smooth meeting process, the practice of holding pre-meeting briefings for the full committee is not supported. They risk giving an impression that the council's decision making processes are not transparent and of diminishing the debate at the public meeting. The need to allow councillors to clarify technical matters outside of the public forum can be addressed by councillors liaising with planning officers directly having read the circulated reports. (see **Recommendation 11**)
69. The public could also reasonably expect consistency across the county in terms of the likelihood of, and reasons for, their planning application being called in for decision by committee (rather than by officer). The variance in the 'call-in' rates between Eastern Area Planning Committee and the other three committees therefore deserves further analysis (including of previous years' data) and discussion by the Cabinet Member and the area planning committee chairmen. (see **Recommendation 12**)
70. There are also inconsistencies between the area planning committees in the frequency with which they overturn officer recommendations, though these are perhaps only a concern if they,
  - a) stem from inconsistencies in the application of planning policy/law by either different officer teams or different area planning committees; and
  - b) lead to council planning decisions being overturned on appeal.

(see **Recommendation 13**)

## **Proposal**

71. To endorse the following recommendations and, where appropriate, refer them to the Cabinet Member for Planning and Property:
  1. **To note the overall positive responses from planning applicants and planning professionals who had recently used the planning application service to a survey of their experiences.**
  2. **To consider how the following improvements suggested within survey responses might be addressed, including, if appropriate, through the introduction of optional, charged-for services:**
    - a) **Further increasing the speed of the overall planning process**
    - b) **Increasing the speed of the pre-application process**
    - c) **Increasing the amount of application-specific advice provided to applicants during the pre-application process**

- d) Enabling more direct discussions between planning officers and applicants, including on site.**
  
- 3. To inform applicants of town/parish council's role in the planning process on the website and relevant correspondence.**
  
- 4. To provide further information on plans to upgrade the digital technology used by the Planning team in order to support making the planning application service as effective as possible.**
  
- 5. To note that reducing the council's area planning committee structure from 4 to 3 by dissolving Eastern Area Planning Committee would generate an approximate annual saving of £10,000.**
  
- 6. That no reduction to the council's area planning committee structure should be made without sound evidence regarding,**
  - a) the benefits of doing so, and**
  - b) the impact on local democracy and accountability (including the public's ability to attend planning committee meetings without incurring additional cost or inconvenience).**
  
- 7. To retain the Strategic Planning Committee within the planning committee structure.**
  
- 8. To note the overall positive response from planning applicants and planning professionals to survey of their experiences of the planning committee process.**
  
- 9. To require councillors calling applications in for committee decision to provide a reason for doing so, to be presented at the relevant committee meeting by the councillor or on their behalf. When these reasons are not provided prior to the committee agenda being published, discussion of the relevant application to be deferred until the following meeting.**
  
- 10. The Cabinet Member and Planning Committee Chairmen to**
  - a) agree and implement a consistent approach to managing public participation at planning committee meetings, and**
  - b) adopt the Southern Area Planning Committee's approach to agreeing site visits.**
  
- 11. In order to protect public confidence in the openness and transparency of the council's decision making processes, pre-meeting briefings for full planning committee memberships to cease.**
  
- 12. That the process for determining Rights of Way and Village Green applications is reviewed and potential improvements reported to Committee.**

- 13. In order to ensure a consistent approach to determining planning applications across the county, to undertake further analysis of statistical variances in the four area planning committees' practices regarding,**
- a) Calling planning applications in for decision by committee**
  - b) Deciding against planning officers' recommendations (including any correlation with subsequent planning appeal outcomes).**

---

**Cllr Ian McLennan, Chairman of Planning Committee System Task Group**

Report author: Henry Powell, Scrutiny Lead, 01225 718052,  
[henry.powell@wiltshire.gov.uk](mailto:henry.powell@wiltshire.gov.uk)

**Appendices**

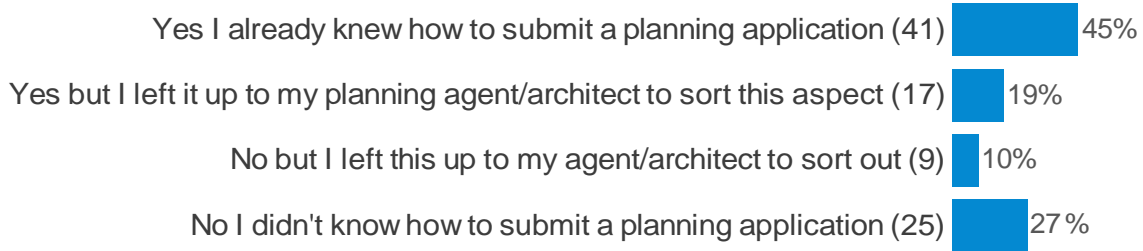
Appendix 1	Results – Survey of planning applicants
Appendix 2	Results – Survey of planning professionals
Appendix 3	Map of the current Area Planning Committee boundaries
Appendix 4	Data on planning committee activity
Appendix 5	Map of the emerging Housing Market Areas (HMAs)

This page is intentionally left blank

A survey of users of the planning service

## A survey of users of the planning service

### When you decided on your project did you know how to proceed with a planning application?

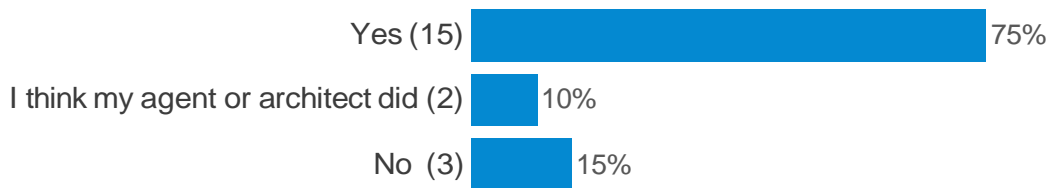


**(If you said no can you say how you eventually found out how to proceed?)**

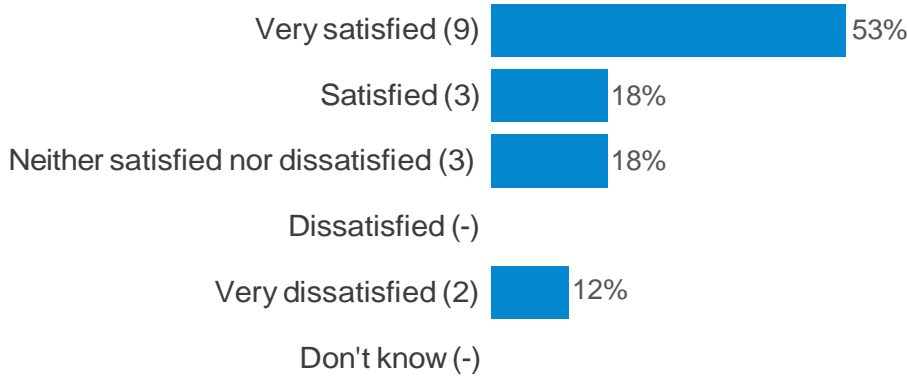
**Which of the following processes did you go through with your application?**



**Before your planning application was formally submitted did you contact Wiltshire Council Planning Service for advice or guidance on the process?**



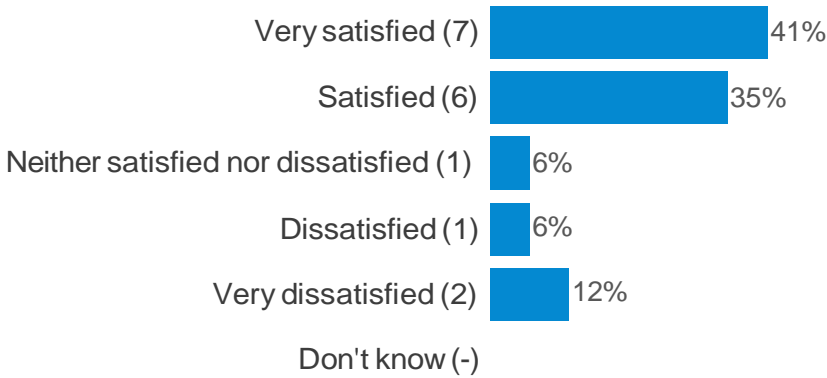
**If you or your agent/architect did contact the Planning Service prior to your application how satisfied were you with the following? (How easy it was to contact the Planning Service by phone, email or website)**



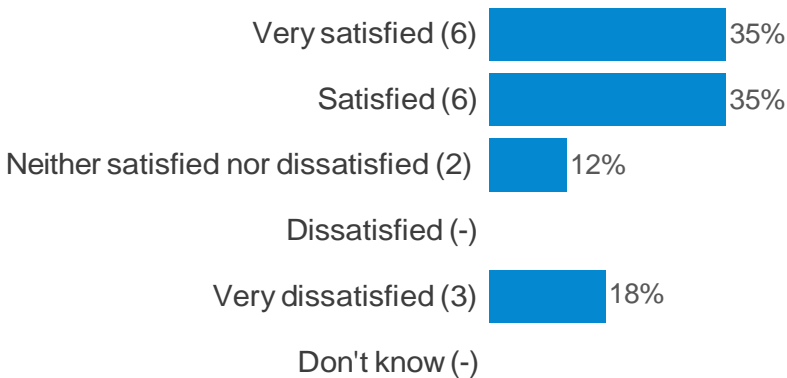


A survey of users of the planning service

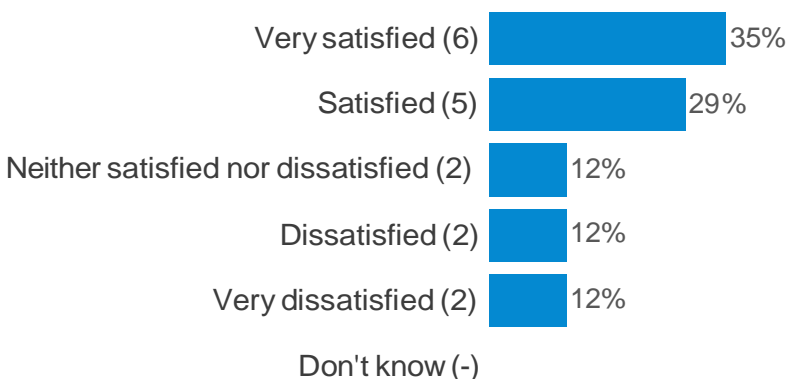
**If you or your agent/architect did contact the Planning Service prior to your application how satisfied were you with the following? (The amount of information you were given)**



**If you or your agent/architect did contact the Planning Service prior to your application how satisfied were you with the following? (How clear and easy to understand the information was)**

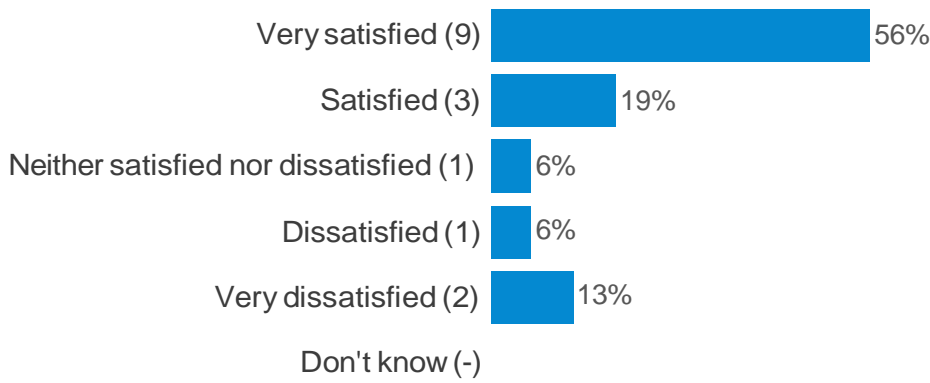


**If you or your agent/architect did contact the Planning Service prior to your application how satisfied were you with the following? (The time it took to get a response)**

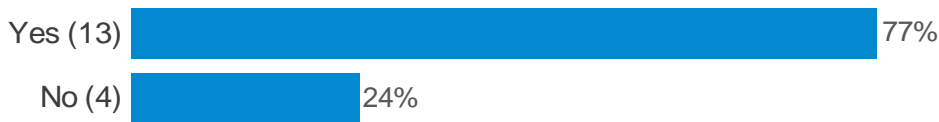


A survey of users of the planning service

**If you or your agent/architect did contact the Planning Service prior to your application how satisfied were you with the following? (The helpfulness of staff)**



**In general were your questions answered to your satisfaction, enabling you to understand the requirements and information necessary to complete your planning application?**



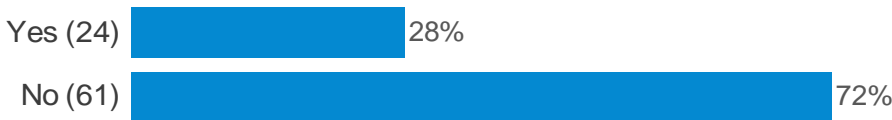
**During the application process did you do any of the following? (View your application online via the Wiltshire Council website )**



**During the application process did you do any of the following? (Consult with your immediate neighbours)**



**During the application process did you do any of the following? (Contact your local parish or town councillor )**



A survey of users of the planning service

**During the application process did you do any of the following? (Contact the Wiltshire Council councillor for your area)**



**During the application process did you do any of the following? (Contact the Planning Officer to discuss)**



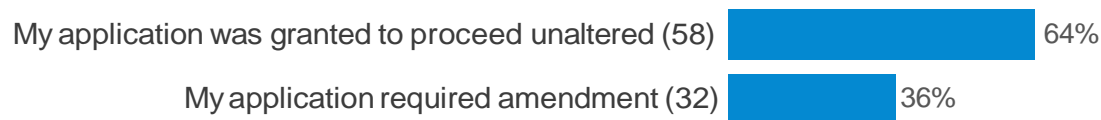
**During the application process did you do any of the following? (Find out where your Green notice that itemised your planning application was posted in the local area)**



**During the application process did you do any of the following? (Become aware of any local Parish or Town Council meeting that was looking at your application as a consultee)**



**During the process which of the following best describes what happened in your case? (My application was granted to proceed unaltered)**

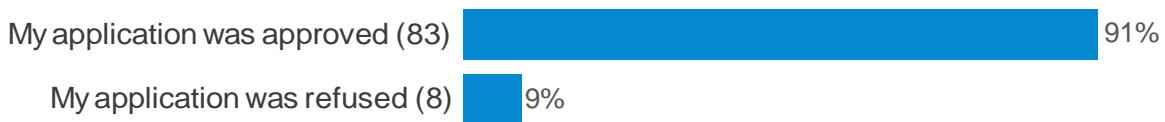


A survey of users of the planning service

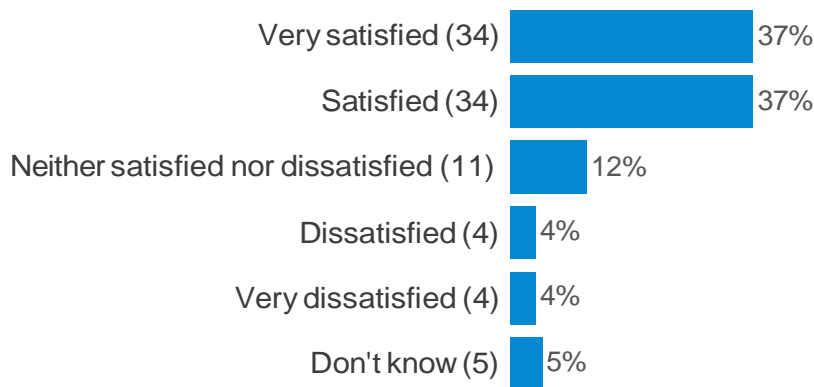
**If your application required amendment what was your thought on this? (If your application required amendment what was your thou...)**



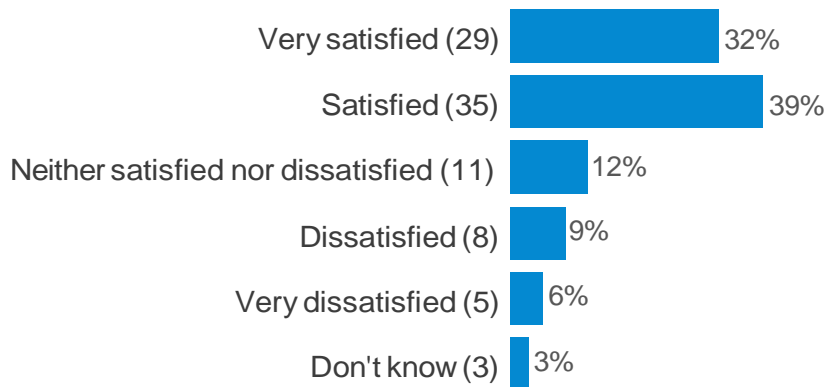
**Please can you say what happened to your planning application?**



**During the application process, how satisfied were you or your agent/architect with the following? (How easy it was to contact the Planning Service by phone, email or website)**

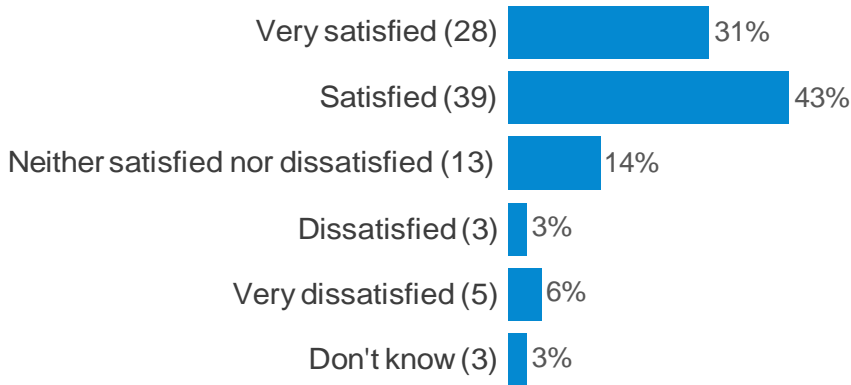


**During the application process, how satisfied were you or your agent/architect with the following? (The amount of information you were given)**

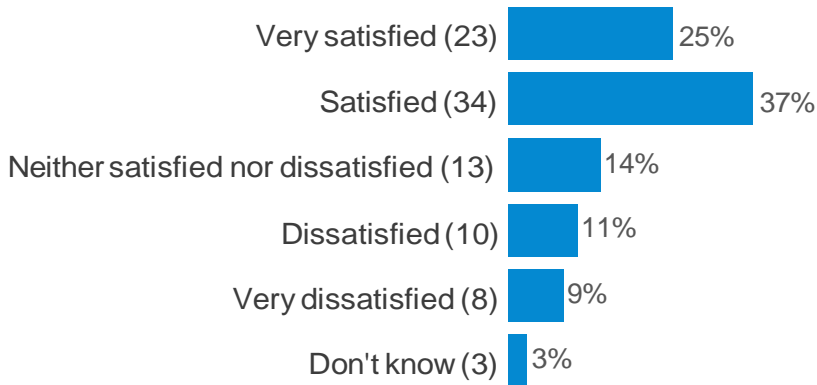


A survey of users of the planning service

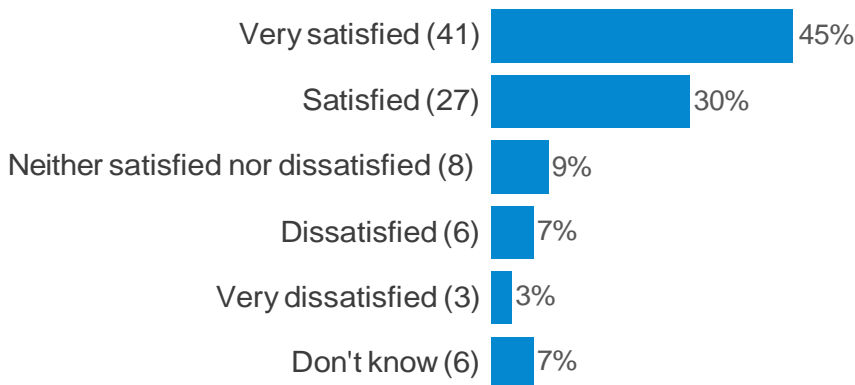
**During the application process, how satisfied were you or your agent/architect with the following? (How clear and easy to understand the information was)**



**During the application process, how satisfied were you or your agent/architect with the following? (The time it took to get a response)**

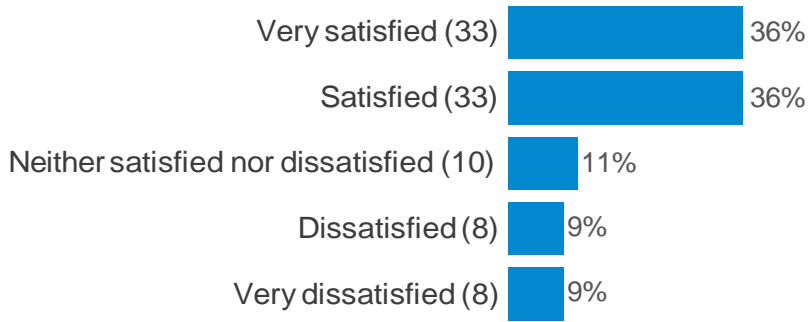


**During the application process, how satisfied were you or your agent/architect with the following? (The helpfulness of staff)**

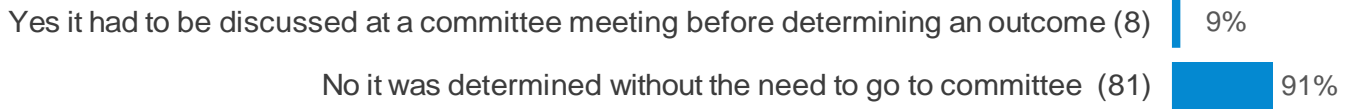


A survey of users of the planning service

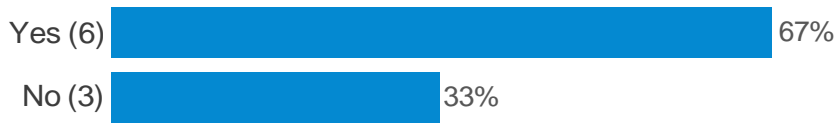
**Setting aside whether any individual application was successful or not, how satisfied or dissatisfied are you with the service provided by Wiltshire Council in processing your application?**



**Was your application called in by a councillor to be determined at a planning committee?**

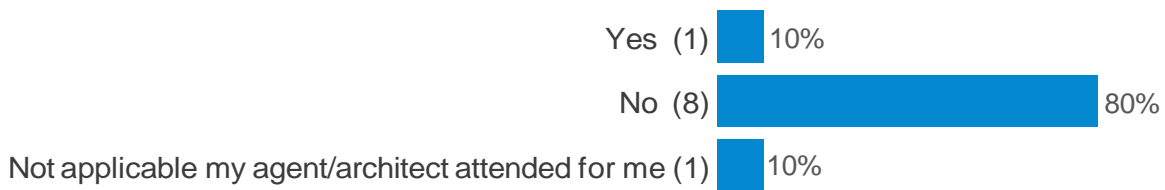


**Was a clear explanation given as to why the application was to be decided by the Planning Committee?**



**(If no what were your thoughts on this?)**

**Did you attend the planning committee where your application was being considered?**





A survey of users of the planning service

**In relation to the planning committee meeting how far would you agree or disagree with the following statements? (It was clearly explained at the beginning how things would proceed)**



**In relation to the planning committee meeting how far would you agree or disagree with the following statements? (I or my agent was told how to speak on my application)**



**In relation to the planning committee meeting how far would you agree or disagree with the following statements? (I felt my or my agents comments were listened to)**



**In relation to the planning committee meeting how far would you agree or disagree with the following statements? (I felt the whole process was balanced and fair)**



**In relation to the planning committee meeting how far would you agree or disagree with the following statements? (I felt that the process was well organised )**



**In relation to the planning committee meeting how far would you agree or disagree with the following statements? (I understood what was happening during the meeting)**



A survey of users of the planning service

**In relation to the planning committee meeting how far would you agree or disagree with the following statements? (I understood how the decision was made)**

Agree (2)  100%

Disagree (-)

**What do you think Wiltshire Council could do to improve the planning process regardless of your outcome?**

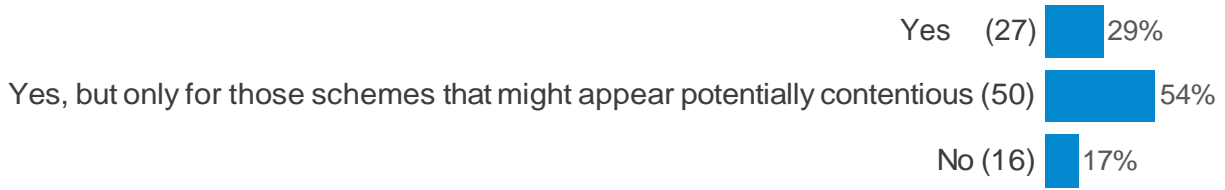




A survey of professional users of the planning application service

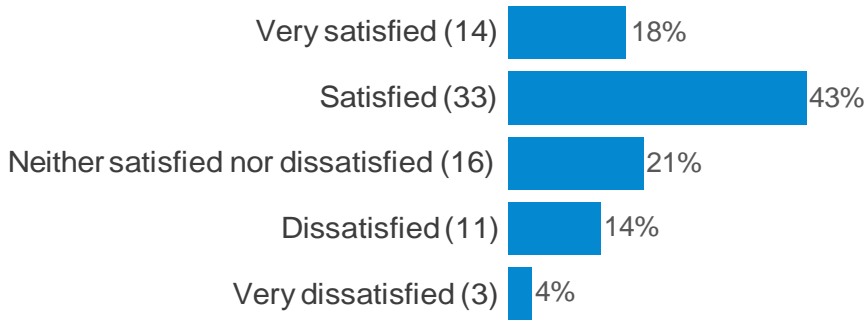
# A survey of professional users of the planning application service

## Do you use Wiltshire Council's pre-application Planning Service?

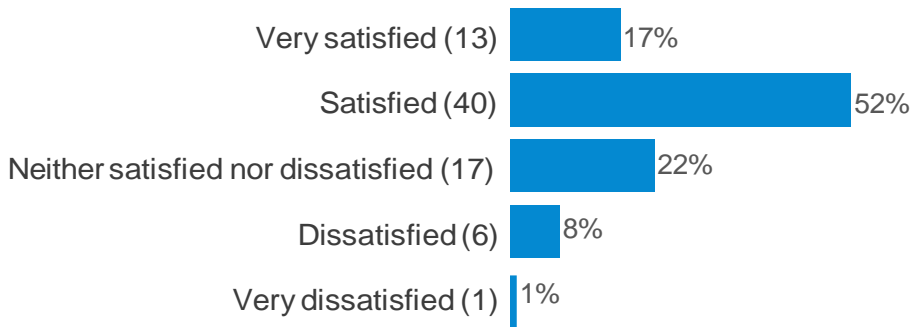


A survey of professional users of the planning application service

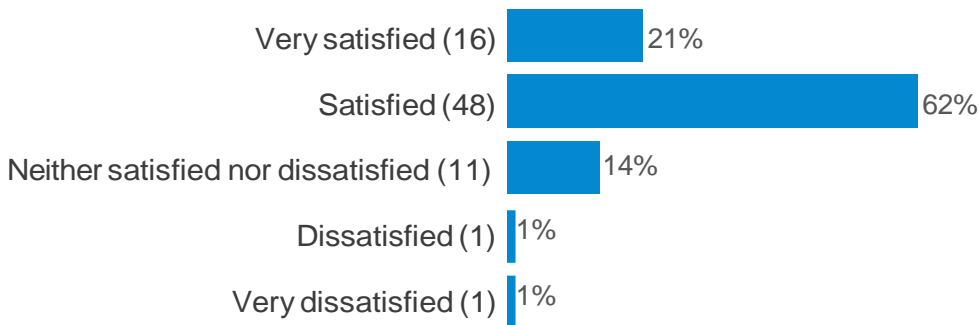
**When you contact the Planning Service prior to applications being taken forward, how satisfied are you with the following? (How easy it is to contact the Planning Service by phone, email or website)**



**When you contact the Planning Service prior to applications being taken forward, how satisfied are you with the following? (The amount of information the Service provide)**

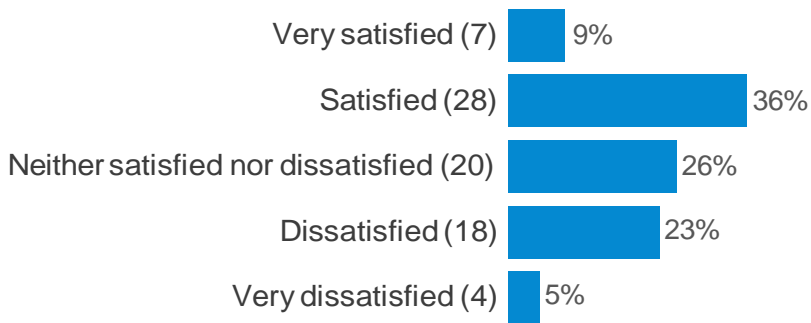


**When you contact the Planning Service prior to applications being taken forward, how satisfied are you with the following? (How easy to understand the information is)**

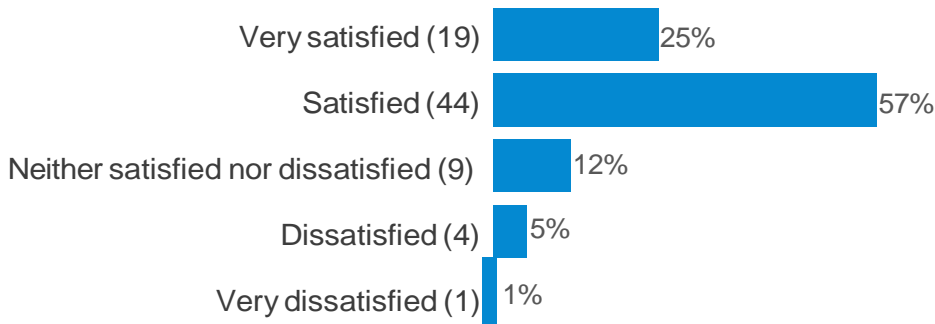


A survey of professional users of the planning application service

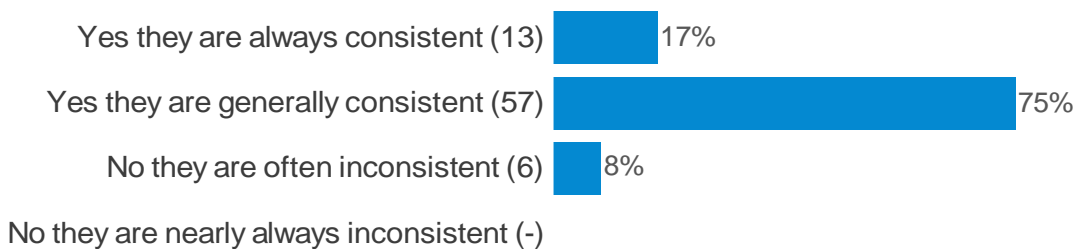
**When you contact the Planning Service prior to applications being taken forward, how satisfied are you with the following? (The time it takes to get a response)**



**When you contact the Planning Service prior to applications being taken forward, how satisfied are you with the following? (The helpfulness of staff)**



**Are the reports you have received from planning officers at this stage generally consistent with the response from the planning officer at the Full Planning stage?**



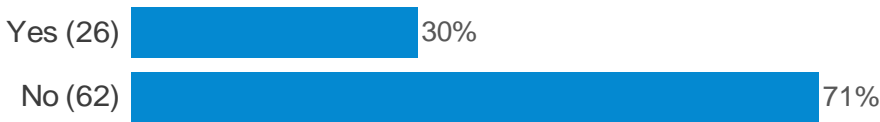
**In general are your questions answered to your satisfaction, enabling you to understand the requirements and information necessary to complete planning applications?**



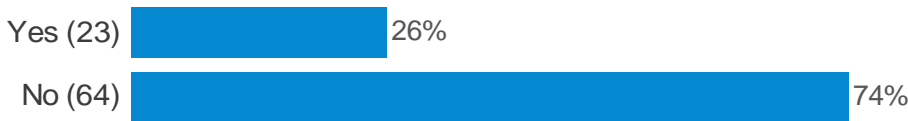
**During the application process do you generally do any of the following? (View your application(s) online via the Wiltshire Council website )**



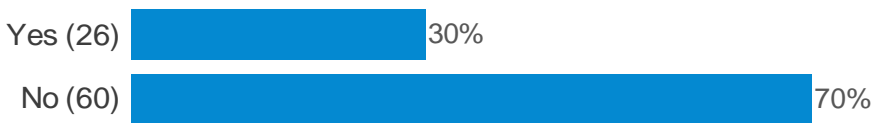
**During the application process do you generally do any of the following? (Contact relevant local [redacted] or town councillors )**



**During the application process do you generally do any of the following? (Contact the Wiltshire Council councillor for the relevant area)**



**During the application process do you generally do any of the following? (Contact any other statutory consultees )**



**During the application process do you generally do any of the following? (Contact the Planning Officer to discuss)**





A survey of professional users of the planning application service

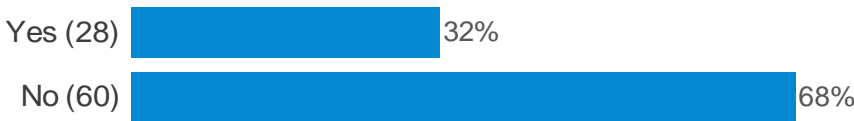
**During the application process do you generally do any of the following? (Find out where the green public notice that itemised your planning application was displayed in the local area)**



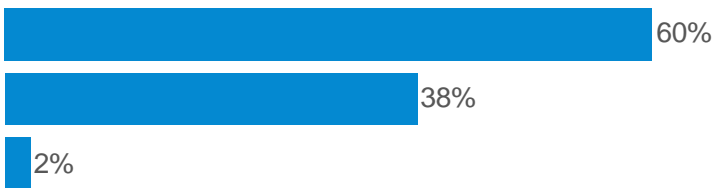
**During the application process do you generally do any of the following? (Become aware of any local Parish or Town Council meeting that was looking at your application as a consultee)**



**During the application process do you generally do any of the following? (Attend any local Parish or Town Council meeting that was looking at your application as a consultee)**



**If and when your application(s) require amendment what are your thoughts on the explanation provided?**

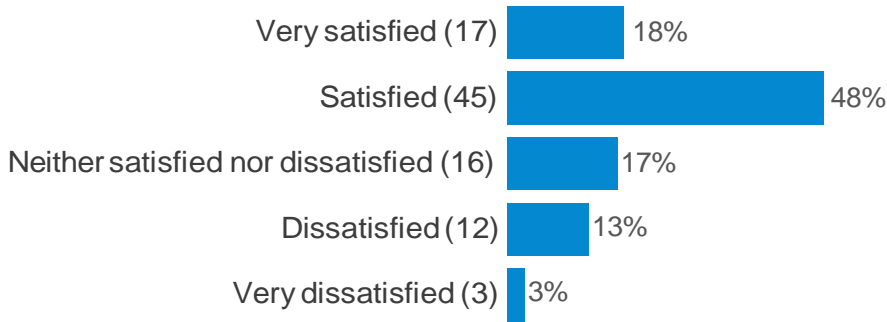


**Did you feel that ample time had been given by the officer for you to make any amendments suggested within the time frame of the application?**

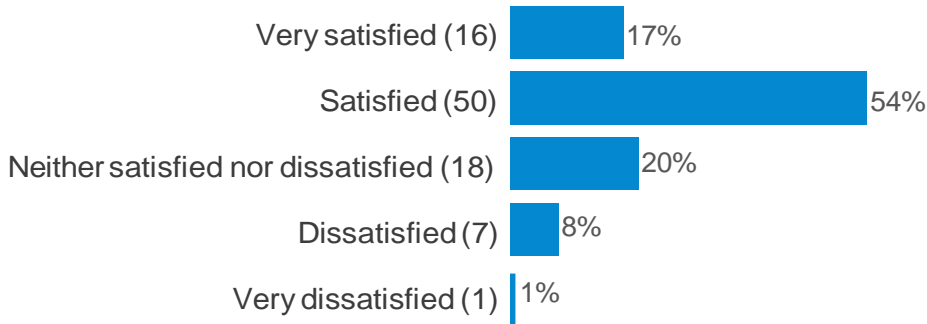


A survey of professional users of the planning application service

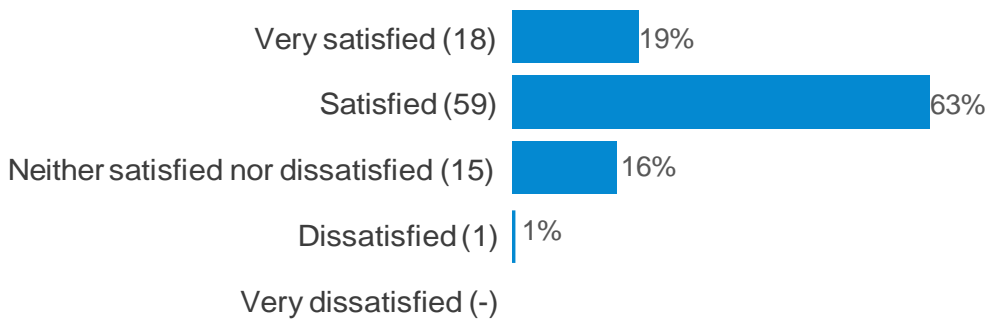
**During the application process, in general how satisfied are you with the following?  
(How easy it is to contact the Planning Service by phone, email or website)**



**During the application process, in general how satisfied are you with the following?  
(The amount of information you are given)**

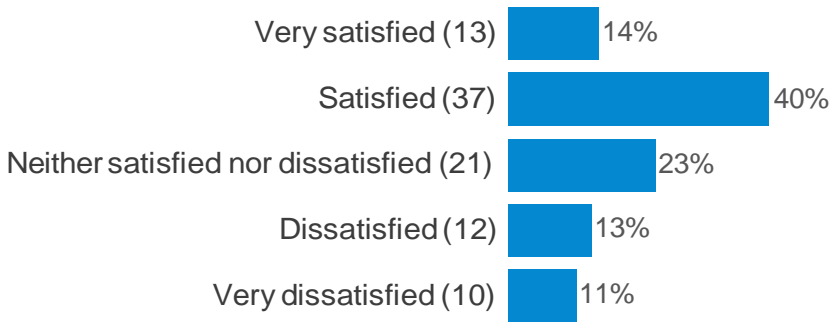


**During the application process, in general how satisfied are you with the following?  
(How easy to understand the information is)**

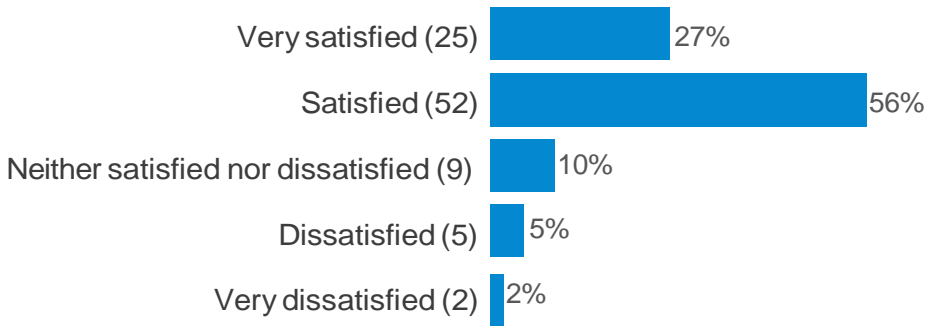


A survey of professional users of the planning application service

**During the application process, in general how satisfied are you with the following?  
(The time it takes to get a response)**



**During the application process, in general how satisfied are you with the following?  
(The helpfulness of staff)**

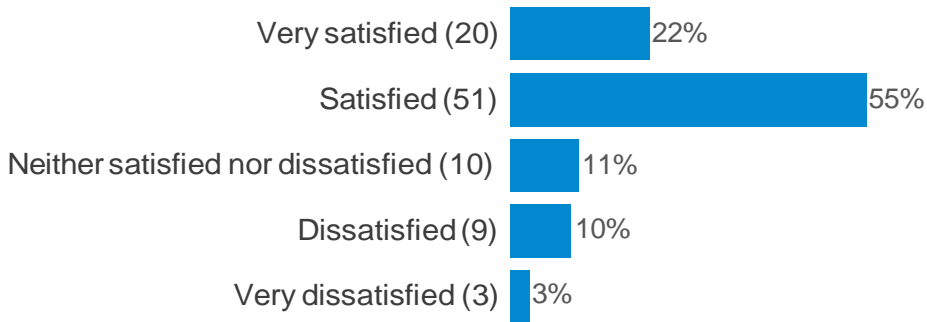


**In general are your questions answered to your satisfaction, enabling you to understand the requirements and information necessary to complete planning applications?**



A survey of professional users of the planning application service

**Setting aside whether any individual application was successful or not, how satisfied or dissatisfied are you in general with the service provided by Wiltshire Council in processing applications?**



**(If you were dissatisfied with the process (but not the outcome) can you say why?)**

A survey of professional users of the planning application service

**Have you ever had an application called in by a councillor to be determined at a planning committee**



**Was a clear explanation given as to why the application was to be considered by the Planning Committee?**



**(If you said no what were your thoughts on this?)**

**Did you attend the planning committee where your application was being considered?**



**In relation to the planning committee meeting(s) to what extent would you agree or disagree with the following statements? (It was clearly explained at the beginning how things would proceed)**



**In relation to the planning committee meeting(s) to what extent would you agree or disagree with the following statements? (I or my client was told how to speak on my application if we wished to)**

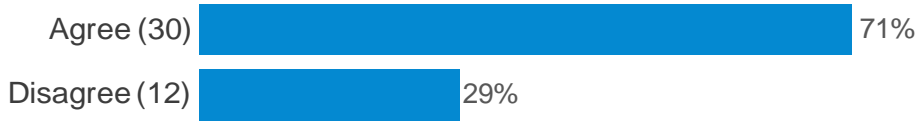


A survey of professional users of the planning application service

**In relation to the planning committee meeting(s) to what extent would you agree or disagree with the following statements? (I felt my or my clients comments were listened to)**



**In relation to the planning committee meeting(s) to what extent would you agree or disagree with the following statements? (I felt the committee process was balanced and fair)**



**In relation to the planning committee meeting(s) to what extent would you agree or disagree with the following statements? (I felt that the committee was well organised)**



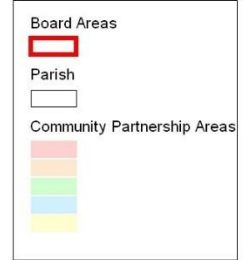
**In relation to the planning committee meeting(s) to what extent would you agree or disagree with the following statements? (I understood what was happening during the meeting)**



**In relation to the planning committee meeting(s) to what extent would you agree or disagree with the following statements? (I understood how the decision was made)**



Wiltshire Area Boards and Community Partnership Areas 2009



NOTE  
 All Community Partnerships Areas have the same boundary as the Area Boards except in the South West Wiltshire Area Board area. This area consists of three separate partnerships which are individually shaded and separated by the red dotted line.

This map is based upon Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationary Office. © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. Wiltshire County Council. 100023455. 2008.

Susie Read, Senior Research Officer, Policy Research & Communications

This page is intentionally left blank



#### Appendix 4 – Data on planning committee activity

	Strategic	NAPC	EAPC	SAPC	WAPC	Total
<b>Scheduled</b>	50	67	67	68	68	320
<b>Cancelled</b>	14	8	35	18	20	95
<b>%</b>	28%	12%	52%	26%	29%	30%

2010-2017	Strategic	NAPC	EAPC	SAPC	WAPC	Total
<b>Total Meetings Arranged</b>	99	133	133	132	133	<b>623</b>
<b>Total Meetings Cancelled</b>	38	17	60	34	31	<b>180</b>
<b>Total Meetings Held</b>	60	114	71	97	101	<b>443</b>
<b>Total Meetings 2 or fewer items</b>	39	27	31	21	33	<b>151</b>
<b>Total Hours (to nearest)</b>	124	253	115	256	222	<b>970</b>
<b>Total Items</b>	128	460	201	393	355	<b>1537</b>

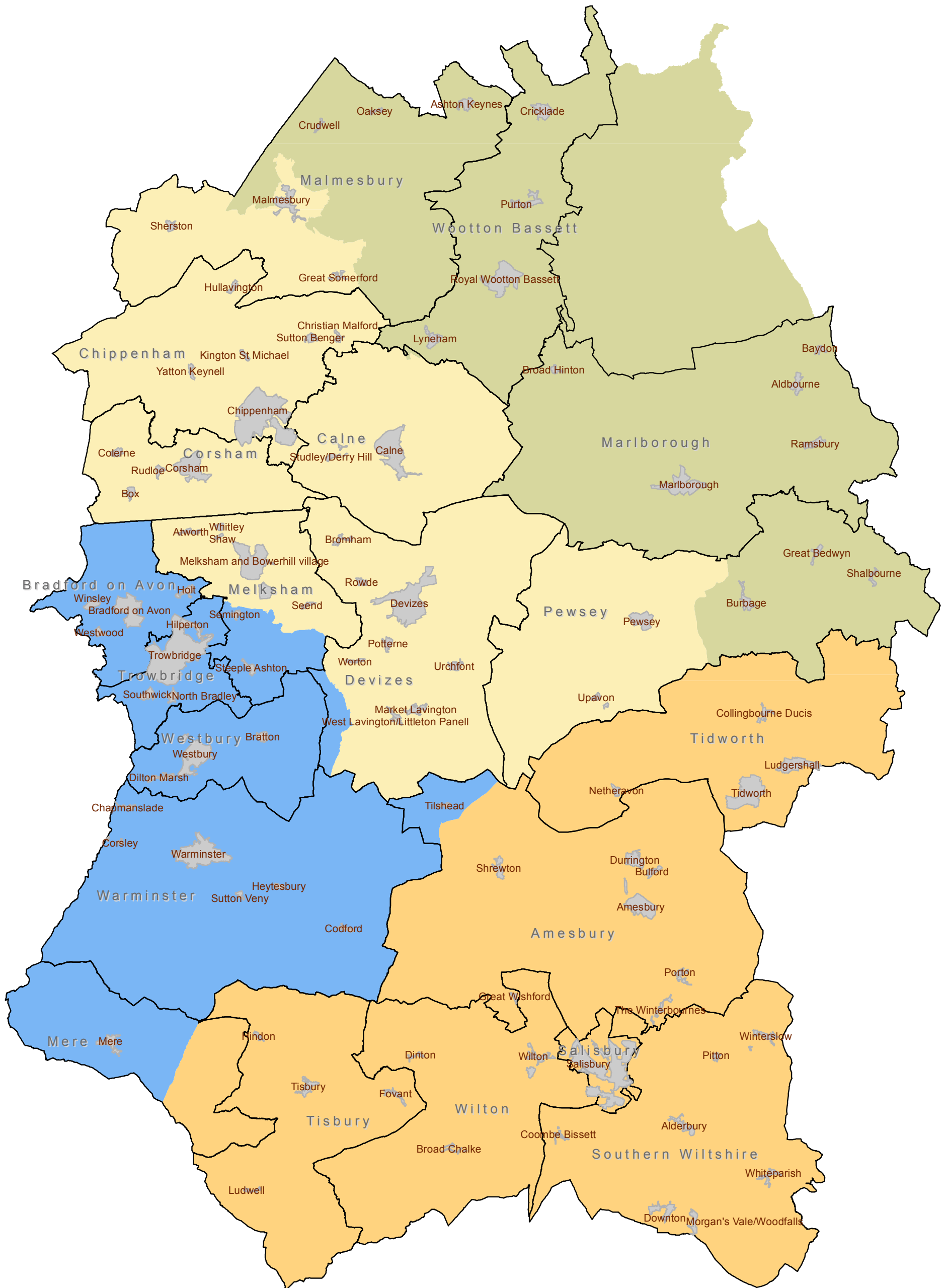
	Total of meetings held with 2 or fewer planning items					
	Strategic	NAPC	EAPC	SAPC	WAPC	Avg.
<b>2010</b>	75%	25%	36%	7%	36%	<b>29%</b>
<b>2011</b>	83%	7%	36%	21%	47%	<b>33%</b>
<b>2012</b>	67%	29%	40%	30%	0%	<b>28%</b>
<b>2013</b>	100%	21%	20%	9%	9%	<b>28%</b>
<b>2014</b>	40%	13%	33%	57%	38%	<b>36%</b>
<b>2015</b>	70%	40%	60%	21%	33%	<b>43%</b>
<b>2016</b>	44%	38%	71%	0%	42%	<b>37%</b>
<b>2017</b>	57%	10%	67%	20%	60%	<b>40%</b>
<b>Avg.</b>	<b>65%</b>	<b>24%</b>	<b>44%</b>	<b>22%</b>	<b>33%</b>	<b>34%</b>

	Average items per committee meeting					Total Items
	Strategic	NAPC	EAPC	SAPC	WAPC	
<b>2010</b>	1.8	4.8	3.3	4.7	3.6	<b>236</b>
<b>2011</b>	1.5	5.7	2.9	4.4	3.1	<b>229</b>
<b>2012</b>	1.8	3.9	3.0	4.1	4.2	<b>196</b>
<b>2013</b>	1.5	3.8	3.5	5.6	4.4	<b>210</b>
<b>2014</b>	2.9	3.6	3.2	2.6	3.6	<b>186</b>
<b>2015</b>	2.2	3.1	2.1	3.3	3.3	<b>175</b>
<b>2016</b>	2.6	2.8	2.3	3.7	3.1	<b>158</b>
<b>2017</b>	2.1	5.0	2.0	4.3	2.7	<b>147</b>
<b>Avg.</b>	<b>2.1</b>	<b>4.0</b>	<b>2.8</b>	<b>4.1</b>	<b>3.5</b>	
<b>Total Items</b>	<b>128</b>	<b>460</b>	<b>201</b>	<b>393</b>	<b>355</b>	<b>1537</b>

	Average minutes per meeting per committee					Total Mins.
	Strategic	NAPC	EAPC	SAPC	WAPC	
2010	66	122	88	172	121	7285
2011	83	163	91	153	119	7705
2012	109	128	109	153	179	7558
2013	93	140	117	195	135	7499
2014	161	133	130	125	137	7902
2015	118	92	90	165	109	7084
2016	177	124	77	144	130	7112
2017	126	187	78	163	123	6072
Avg.	124	133	97	158	132	
Total Mins.	7422	15200	6903	15344	13348	58217

	Total items per committee per year					Total Items
	Strategic	NAPC	EAPC	SAPC	WAPC	
2010	7	77	36	66	50	236
2011	9	80	32	61	47	229
2012	11	55	30	41	59	196
2013	12	53	35	62	48	210
2014	29	54	19	37	47	186
2015	22	46	21	46	40	175
2016	23	45	16	37	37	158
2017	15	50	12	43	27	147
Avg.	16	58	25	49	44	
Total Items	128	460	201	393	355	1537

# New (emerging) HMA Boundaries for Wilts and Swindon with Community Areas



This page is intentionally left blank